

AIR FORCE MATERIEL COMMAND

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LEADING EDGE



AFMC JAG

**Providing Full-Spectrum
Legal Services**

LEADING EDGE

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Cover Stories



Jonathan Galt, Department of Defense

4 - 17 JAG — Providing full-spectrum legal services

When most people hear the word JAG, they think of courts-martial and military justice. In reality, Air Force Materiel Command's judge advocates run the full range of legal activity, from acquisitions to ethics to environmental issues to labor law. They also do some pretty interesting things on their own time. Read on to find out more about the men and women who make up AFMC's JAG legal machine.

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This drawing won its creator the 2000 DOD Graphic Artist of the Year award. See page 30 for details.



Global Hawk arrives in Australia for testing

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — The Air Force's Global Hawk Unmanned Aerial Vehicle recently made aerospace history as the first UAV to fly unrefueled 7,500 miles across the Pacific Ocean from America to Australia.

Departing from the Air Force Flight Test Center at Edwards AFB, Calif., the Global Hawk flew 23 hours, 20 minutes, to arrive at Royal Australian AFB Edinburgh, near Adelaide.

While in-country for six weeks, the service's premier high-altitude, long-endurance intelligence, surveillance, and reconnaissance asset, Global Hawk, flew a total of 12 missions, demonstrating its ability to perform maritime and littoral surveillance for Australian Air Force, U.S. Air Force, Canadian Navy, U.S. Navy and Marine Corps, and U.S. Coast Guard units participating in the Tandem Thrust 01 exercise.

Aeronautical Systems Center has managed the Global Hawk program since 1998 in conjunction with Northrop Grumman Ryan Aeronautical Systems Center, San Diego, Calif.

— Information provided by ASC Public Affairs

ESC delivers six Joint STARS early

HANSCOM AIR FORCE BASE, Mass. — Electronic Systems Center workers delivered the 10th E-8C Joint Surveillance Target Attack Radar System production aircraft, better known as Joint STARS, to the 93rd Air Control Wing at Robins AFB, Ga., May 2.

The aircraft was delivered four weeks ahead of schedule, the sixth consecutive aircraft ESC delivered ahead of schedule. This plane represents the completion of the Block 10 series.

The early delivery was made possible by a cooperative effort among prime contractor Northrop Grumman, the joint program office and the wing, who together focused on providing the aircraft in ready-to-go status, said Lt. Col. Doug Railey, chief of program management and integration for the program office.

The Joint STARS planes are refurbished Boeing 707's with a 24-foot Joint STARS radar, powerful computer systems and other equipment. Finished, it is the world's most advanced airborne surveillance and target acquisition system, providing real-time, accurate information about vehicles on the ground and slow-moving aircraft for peacekeeping missions.

— Information provided by ESC Public Affairs

Boeing Joint Strike Fighter leaves Edwards

EDWARDS AIR FORCE BASE, Calif. — The X-32B, Boeing's version of the Joint Strike Fighter, left Edwards recently for Naval Air Station Patuxent River, Md., following nine months of successful tests.

This delivery begins the final phase of a flight test program validating the Boeing direct-lift approach to the program's short-takeoff-and-vertical-landing requirement.

Boeing's X-32 concept demonstrator is competing with Lockheed's X-35 for selection as the future joint strike fighter. The Defense Department is evaluating the two designs with a decision expected in October or November.

This program is the first in U.S. acquisition history where the Air Force, Navy and Marine Corps teamed with the Royal Navy and Royal Air Force to produce an aircraft to meet the needs of all services with one basic design and three different models.

— Information provided by AFFTC Public Affairs

Clock strikes 1,000th hour for F-22 program

EDWARDS AIR FORCE BASE, Calif. — The F-22 program recently made history here as it completed 1,000 hours of flight tests in the skies above Edwards, furthering the F-22's development.

Mr. Chuck Killberg, a Boeing project test pilot with the F-22 Combined Test

Force, was at the controls of Raptor 4003, the third production F-22, when the clock struck the 1,000-hour mark.

The mission continued flight testing the structural capability of the Raptor as part of the envelope expansion program which aims to provide a system that will be ready for the initial operational test and evaluation phase in December 2002.

The third avionics test aircraft, Raptor 4006, arrived at Edwards on May 18, while the remaining three test aircraft will arrive later in the year. The goal of the test force is to provide a fully developed weapon system at initial operational capability in December 2005.

— Information provided by AFFTC Public Affairs

F119 engine for F-22 ready for testing

ARNOLD AIR FORCE BASE, Tenn. — The Pratt & Whitney F119 engine for the F-22 is undergoing testing in Arnold Engineering Development Center's Sea Level Test Cell in support of its initial service release qualifications.

The test facilities simulate flight from subsonic to hypersonic speeds at altitudes from sea-level to space.

— Information provided by AEDC Public Affairs

Exercise scenario mimics shuttle disaster

EDWARDS AIR FORCE BASE, Calif. — The space shuttle experienced a loss of power on reentry, resulting in a low-energy approach to Runway 22 and base fire fighters at the end of the runway realized the shuttle wouldn't have enough energy to land safely.

Thus began a combined exercise scenario held here in May.

The NASA Dryden Flight Research Center and the Air Force Flight Test Center hosted this major exercise involving Defense Department recovery forces that support space shuttle landing contingency operations.

The exercise tested the recovery forces' capability to support a landing, evacuate crewmembers and provide medical treatment for astronauts following a space shuttle landing mishap at or near Edwards.

— Information provided by AFFTC Public Affairs

Historical highlights from the Judge Advocate General's Department



1775 — Continental Congress adopts modified British articles of War for use by the Continental Army; including provision for a “Judge Advocate of the Army.”

1775 — Lt. Col. William Tudor appointed as the first “Judge Advocate to the Continental Army;” becomes “Judge Advocate General” in 1776.

1800s-1930s — Congress, U.S. Supreme Court and military service directives define the military legal system.

1939 — Separate Army Air Corps judge advocate staff created.

1942 — Office of the Air Judge Advocate of Army established.

1942 — Army Air Corps Legal Aid Clinic created at Lowry Field, Colorado, influencing creation of Army-wide policy.

Sept. 18, 1947 — The National Security Act establishes the U.S. Air Force. The Air Judge Advocate, Col. Desmond O’Keefe is instrumental in providing a legal rationale for a separate Air Force and later successfully advocated for the creation of the office of The Judge Advocate General, or TJAG.

1947 — Mr. Wade Koontz becomes the first “Supergrade attorney (GS-16) when he is appointed as the first chief of the Patents Division.

1948 — The Air Force Military Justice

Act creates the Office of TJAG and the Air Force Chief of Staff designates the initial 205 Air Force judge advocates.

Sept. 8, 1948 — First Air Force TJAG, Maj. Gen. Reginald Harmon, takes office.

Jan. 25, 1949 — Air Force General Order #7 establishes the Judge Advocate General’s Department, or TJAGD, thus signaling the intention to fully integrate within the Air Force structure on Jan. 25.

1949 — Air Force Chief of Staff establishes the TJAGD Reserve on July 13.

1949 — The Air Force is the first service to publish bound court-martial reports, or “Blue Books,” followed by the joint-service court-martial reporter, or “Red Books” in 1952.

1949 — The Air Materiel Command Senior Judge Advocate is designated as chief trial attorney to represent the Air Force in administrative appeals of contract disputes.

1950’s

1950-53 — Korean War – TJAGD builds the legal system and implements the new UCMJ in wartime.

1950 — The Uniform Code of Military Justice signed by President Truman to become effective on May 31, 1951.



1950 — Air Force Judge Advocate General, or AFJAG, School is organized

at Maxwell Air Force Base, Ala., and the inaugural JAG Staff Officer Course class graduates in 1951.

1952 — Aviator JAGs forced to make “JAG or pilot, but not both” election.

1955 — AFJAG School closes. On-the-job-training used instead. School reopens in 1968.

1957 — The launch of Sputnik by the USSR heightens TJAGD involvement in space law.

1958 — Legal specialist career field established by separating from the administrative career field.

1959 — USAF JAG Bulletin published; renamed the Air Force JAG Law Review in 1964 and becomes the Air Force Law Review in 1974.

1960’s

1961 — Mr. Thomas King, the first reserve Assistant to TJAG, becomes the first reserve JAG promoted to brigadier general.

1961 — Col. Calvin Vos foresees legal research applications for data automation and organizes a team that creates Legal Information through Electronics, or LITE.

1962 — TJAGD begins practicing labor law under President Kennedy’s Executive Order 10988.

1962-75 — Vietnam Conflict. TJAGD confronts extraordinary discipline, claims and protest problems on bases, in the courts and in the combat zone.

1965 — Defense Department appoints the Air Force as Executive Agent to manage and operate LITE, which is transferred to TJAGD in 1969 and becomes FLITE (adding flight), in 1974.



1967 — CSAF approves judge advocate badge.

1968 — Military Justice Act more closely aligns military justice with the federal criminal justice system and requires independent trial judiciary. USAF Trial Judiciary established, followed by the Air Force Court of Military Review in 1969 (renamed the Air Force Court of Criminal Appeals in 1994.)

1969 — Forensic Medical Consultant-Advisor Program initiated to provide specialized services to the Air Force Medical community.

1970's

1970 — Enactment of the National Environmental Policy Act marks the beginning of a heightened TJAGD involvement with environmental issues and litigation.

1970 — Chief Master Sgt. Steve Swigonski assigned as first Special Assistant to TJAG for Legal Airman Affairs.

1972 — Legal Services Specialists Course opens at Keesler AFB, Miss.

1974 — Jan. 1 Area Defense Counsel pilot program launched. The first U.S. independent military defense system, is approved by CSAF on July 22, 1975.

1974 — First Funded Legal Education Program students selected for law school attendance.

1974 — Judge advocates, while retaining line officer status, are moved to a separate promotion category as a force management measure.

1977 — Brig. Gen. James Hise becomes first Air National Guard Assistant to TJAG.

July 1, 1979 — The Air Force Legal Services Center stands up as a separate operating agency. On Sept. 1, 1991, it becomes the Air Force legal Services Agency, a field operating agency.

1980's

1980 — Maj. Gen. James Taylor, Jr., becomes the first 2-star Deputy Judge Advocate General.

1983 — Military Justice Act authorizes direct court-martial appeal to the U.S. Supreme Court.

1988 — FLITE implements an online computer-assisted research system which allows direct access from field offices in the U.S. It goes worldwide in 1993.

1988 — Legal Services Specialists redesignated as Paralegals.

1989 — **Operation JUST CAUSE (Panama), a theater-level legal staff is fully integrated in crisis action planning.**

1990's

1990-91 — **Operation DESERT STORM (Iraq and Kuwait). Full-spectrum legal services realized – from mission planning to multi-faceted legal support at deployed locations and home bases.**

1991-92 — Mt. Pinatubo eruption destroys Clark AB and Hurricane Andrew devastates Homestead AFB, Fla., creating unprecedented demands on claims disaster response teams.

1993 — AFJAG School moves to new Dickinson Law Center at Maxwell and incorporates all TJAGD courses there.

1994 — Paralegal badge approved.

1996 — Brig. Gen. William Moorman is the first judge advocate to serve as Airborne Emergency Actions Officer in

charge of LOOKING GLASS command and control mission.

1997 — Lt. Col. Kim Sheffield is the first Air Force JAG to argue before the U.S. Supreme Court (in U.S. vs. Scheffer)

1998 — TJAGD instrumental in drafting the initial Model Code of Military Justice for the Americas.

1991-1999 — **Southwest Asia, the Balkans, Africa and the Americas. The Department's mission continues its progression, both in wartime and in diverse "military operations other than war" and features the expansive forward presence of Guard and Reserve legal professionals.**

1999 — **Air War over Serbia. Legal professionals provide unprecedented levels of support in areas such as target planning and humanitarian relief operations.**

2000's

2000 — TJAG Online News Service, a weekly e-mail newsletter to all legal offices and Air Reserve Component personnel, is launched. Continuation pay implemented for judge advocates to enhance retention.

2000 — **and beyond. Legal professionals continue to serve whenever and wherever the Air Force needs them.**



Historical highlights and artwork provided from The Judge Advocate General's Department 21st Century booklet.



From controversy to claims: AFMC lawyers practice the full range of the law

Air Force Materiel Command's business is business – acquiring the weapons, tools and services the warfighter needs.

Performing this mission requires human interaction, and anytime that happens, and there's large dollars and risk involved, according to Mr. Samuel Hilker, there's going to be controversy and claims.

"It's the best and worst of human activity," AFMC's principal deputy staff judge advocate said. "Law covers all these actions and it's our primary responsibility and privilege to advise commanders and

other leaders on how they apply and how to posture for them."

Legal machine

Mr. Hilker is one of AFMC's 320 civilian and military attorneys who, along with some 180 paralegals and other support people at some 16 locations, make up the command's legal machine.

AFMC's attorneys have spent at least seven years in college, graduating first from a four-year program, then three years in an accredited law school. They are also required to be members in good standing of the bar of at least one state or federal district. Many go on to get

advanced degrees, specializing in areas like labor law, procurement, environmental or military law or many others.

Experience and responsibility

Some may wonder why an attorney would elect government service when there's more money to be made in the civilian sector. Maj. Keric Chin, AFMC's judge advocate executive officer and Air Force lawyer since 1995 says experience and responsibility are the answers.

"Young lawyers in many large firms do research for 'partners' and have to wait years before they see a courtroom," Maj. Chin said. "Military lawyers get more

trial and other experience and more opportunity to broaden their experience right from the start. Also, private practices sometimes have narrow specialties where an Air Force lawyer runs the full range of the law," he said.

Advising others

Advising commanders and other leaders on that full range of law is what AFMC's legal machine does best, according to Lt. Col. Marc Van Nuys, AFMC Judge Advocate plans and resources director.

"We advise commanders at all levels on a host of issues, so we've got to be experts in many areas" he said.

These areas range from helping with wills, consumer protection and estate planning to resolving disputes with any of the command's multi-million-dollar contracts.

But from the vast array of law practices, Col. Van Nuys said AFMC's office deals primarily with five major areas — acquisition law, fiscal law, ethics, labor law and patents and trademarks.

"Due to the nature of this command's business, a large measure of what we do deals with acquisition, both from a contracting and an operational standpoint," he said.

"We deal with multi-billion dollar acquisition projects like the F-22 and Joint Strike Fighter, from cradle to grave and there's a lot of legal issues that go with those."

Acquisition law

AFMC contracting officials let thousands of contracts each year to allow the command to do its job. Those range from having someone mow the grass and empty the trash to designing, developing and providing vital components for a major weapon system. And, Col. Van Nuys said that human interaction factor Mr. Hilker spoke of comes into play often.

"When we have disputes over contracts, our contract resolution office handles them," Col. Van Nuys said. "In fact, they handle all the contract resolution actions for the entire Air Force."

And he said those attorneys are very efficient. "They've saved the Air Force

hundreds of millions of dollars in disputing claims contractors brought against the Air Force. They win about 70 percent of their cases and have recovered hundreds of times over what it costs to operate their office."

Patents and trademarks

Col. Van Nuys said AFMC attorneys also work the legal issues that come with developing the Air Force's cutting-edge technologies, patenting them and dealing with who has what rights to those technologies.

Fiscal law

AFMC also accounts for about a third of the total Air Force budget each year — \$103.1 billion for fiscal 2002, so fiscal law is a big part of the legal scheme of things.

"There's a lot of money involved in what we do, and it's our job to be sure people work with it the way the law

Office in Washington for guidance on these type of problems," he said.

"AFMC is the exception to that," he said. "Many of our bases have a dedicated labor attorney who handles most of that litigation. The other Air Force bases don't have as many civilian employees as AFMC does, so they don't need as much representation."

Ethics

Ethics rounds out the top five list of AFMC's major legal areas, and Col. Van Nuys said other major command and Defense Department legal experts often consult AFMC experts in this area also.

"We have so many dealings with this," he said. "We deal with a lot of conflict of interest and procurement integrity issues — how government people interact with contractors."

He said people working with and for AFMC face unique situations where they

could be working for the government one day and for the contractor they dealt with the next.

"There's rules that must be followed there with things like gift giving

and so on," he said. "We've got to make sure our commanders know what the law is so they can have their people act accordingly."

Other duties

Although the bulk of AFMC's legal work comes in five major categories, the command's offices perform other duties like military justice, a statutory obligation under the Uniform Code of Military Justice that deals with military members who break the rules.

Area defense council representation, environmental law and scores of other "cats and dogs" round out the legal services list.

But regardless of the issues at hand, Mr. Hilken said being an Air Force attorney, especially in AFMC, is the way to go.

"There's a dedication and esprit de corps here I haven't found anywhere else. Not many of our lawyers are in this for the money. When I come home from work, I sleep very well each night."

— Tech Sgt. Carl Norman, AFMC Public Affairs (Title photo by Staff Sgt. John Carty, AFMC/CVEP)

"Due to the nature of this command's business, a large measure of what we do deals with acquisition. We deal with multi-billion dollar acquisition projects from cradle to grave and there's a lot of legal issues that go with those."

Lt. Col. Marc Van Nuys, AFMC JAG plans resources director

allows," Col. Van Nuys said.

Labor law

And since the number of government civilian employees AFMC employs could populate a fairly large city — nearly 57,000 at last count, Col. Van Nuys said labor law occupies a large percentage of the command's legal workload.

He said AFMC's legal office works closely with the American Federation of Government Employees Council 214, which is the government employees' union.

"It's the largest bargaining unit in the Defense Department — some 42,000 strong," he said.

According to Col. Van Nuys, command lawyers deal with nearly every legal situation a civilian personnel forum offers — grievances, equal opportunity and unfair labor practice claims, master labor agreement violations, to name a few.

He said the command's expertise in this area is so vast, they sit in somewhat of a unique situation among other major commands.

"Most all of the other bases in the Air Force contact the Central Labor Litigation

When JAGs deploy to foreign lands

Taking charge of a million-dollar budget, meeting members of the royal family, opening a brand-new air base, refereeing disputes among NATO officials — none of this is in the regular job description of Air Force attorneys and paralegals.

But when these folks deploy, besides drawing up legal documents and advising commanders, they can sometimes be found far from their desks and courtrooms.

Working with large numbers

Staff Sgt. Annetta Galilei, now a defense paralegal at Wright-Patterson AFB, Ohio, was sent to Eskan Village in Saudi Arabia in July 1998.

Early in her 120-day deployment, a member of the command staff asked if she'd had any resource advisor training. "I said yes, because I worked with the budget as an additional duty in my office. So they made me resource advisor for the wing because the current resource advisor was leaving," she said.

"A couple of weeks later, I started getting these reports. I looked at the numbers, and thought, 'Oh my God.' This was a \$4 million budget, and my office got by with about \$3,000 a year. I just had never worked with numbers that big before, but we worked through it okay."

Even without such complex additional duties, deployed legal staff workers are extremely busy. A typical deployment of several hundred to several thousand people is served by a two-person legal team: one attorney and one paralegal.

Compare this to even the smallest base legal office, with a minimum of five attorneys, three or four paralegals and a secretary. At a base legal office, the paralegals, and to some extent the attorneys, are generally each assigned to a specific area of legal affairs, such as claims or powers of attorney. But a two-person "JAG team" has to be able to do it all.

Learning international issues

Many are sent to Shaw Air Force Base, S.C., for a quick course on international issues, host-nation customs and other concerns likely to arise during a deployment.

Capt. Sandra De Balzo also attended the Middle East Orientation Course at Hurlburt Field, Fla., before deploying to Ahmed Al Jaber Air Base, Kuwait, in support of Operation Southern Watch in March.



Staff Sgt. Annetta Galilei, a defense paralegal at Wright-Patterson AFB, Ohio, served at Eskan Village, Saudi Arabia, in 1998. Here she's pictured wearing the abaya - a long, black, head-to-toe garment Muslim women in the region traditionally wear. (Courtesy photo)

port of Operation Southern Watch in March.

"This course was invaluable, as it taught many of the intricacies of dealing with the Mideast culture, from instruction

on how to properly shake hands, how to answer particular questions, and, of course, how to behave without offending the host nation," she said. "Many times, what I'd learned at this course guided me

through situations I may otherwise not have handled as well."

She's back to her job as deputy chief of the acquisitions division at Air Armament Center at Eglin AFB, Fla., but in Kuwait Capt. De Balzo performed the basic base legal advisor functions, and also served as host nation liaison officer.

"I was the designated U.S. Air Force diplomatic representative to the Kuwait Air Force," she said. "My responsibilities ranged from negotiating base improvement plans to working to get quick approval for several morale functions."

Using diplomacy

Maj. Isaac Nehus had to engage in a bit of diplomacy himself while assigned to Zagreb, Croatia, from May to November 1996. He was part of Operation Joint Endeavor, enforcing the Dayton Peace Accords.

"I did a little bit of everything," he said. "The whole purpose of our part of the operation was to smooth the way for logistics and supplies going through Croatia to Bosnia. I found it very challenging, but there was a lot of support."

"I spent a lot of time talking to officers of different countries. We were constantly coordinating everything up and down and across other countries, the NATO chain of command, and our State Department, even for seemingly simple things like driving a truck across the border to bring supplies to our guys in Bosnia."

Although Maj. Nehus was far from the areas of conflict, the reality of the situation was brought home to him one time in particular. "I remember one day, I was listening to a report from the British area of responsibility," he said. "It reported business as usual, with occasional shootings and house burnings. That sounded pretty unusual to me, but I guess it was a big improvement over the way things had been before."

Deployed legal staff members often find themselves working on problems that wouldn't even be an issue back home.

Staff Sgt. Jamie Brown, a defense paralegal at Robins Air Force Base, Ga., had

to work on a vendor dispute about, of all things, ice cream, while assigned to Eskan Village in Saudi Arabia. "The chaplains used to hold an ice cream party once a week; we called it 'sundaes on Friday,'" she said.

"I was surprised to find that one of the biggest issues for the legal office there was who got to supply the ice cream," she said. "That just seemed kind of funny to me; I deployed all the way out there to the desert, and one of the biggest things we had to deal with was where to buy the



Capt. Sandra De Balzo, standing in front of an Army Blackhawk that transported her during her deployment to Ahmed Al Jaber Air Base, Kuwait, in support of Operation Southern Watch. (Courtesy photo)

ice cream."

Cultural differences

Sgt. Galilei also received an education on cultural differences while assigned to Eskan Village. It started when she first put on an abaya — a long, black, head-to-toe garment covering everything but the eyes. This is the garment Muslim women in the region traditionally wear.

"I landed in Saudi Arabia on the 12th of July and the temperature was 125 degrees," she said. "We had to wear long pants and a long-sleeved blouse. Even with that we had to wear a flak vest and all the material of that black abaya. I felt like an ice cube that was quickly evaporating away."

She learned the reason for that later while visiting women of the Saudi royal family — in a palace, no less. "We talked about many issues, like lifestyle, customs and courtesies and their feelings on divorce," she said. "The king's wife said

Saudi women are becoming more Westernized and she's hoping the women will be able to drive within five years.

"I didn't realize the impact the women in the United States have on the Saudi women," she said. About the abaya: "All the females wore it," Sgt. Galilei said. "It's not that it's a bad thing. In their eyes, wearing the abaya is protecting the women, because then you don't have men confronting you or things like that. It's not because they don't have respect for women; in their eyes they're protecting them."

Staff Sgt. Mark

Thompson found himself opening a new deployed air base in Kuwait at the end of his tour to Dhahran, Saudi Arabia, in support of Operation Southern Watch from August through November 1994.

The staff judge advocate and Sgt. Thompson set up the base legal office at what would become Al Jaber Air Base.

"Many of the facilities still had a lot of war damage, even five years after the conflict," he said. "There was a lot of unexploded ordinance in the surrounding area, as well. I helped the security police label areas where they

were discovered."

Now non-commissioned officer in charge of the adverse actions section at the legal office at Wright-Patterson, Sgt. Thompson lived in Khobar Towers during his deployment. That dormitory complex was destroyed by a terrorist bomb about a year and a half after he returned to the United States.

"When I was stationed there, I didn't fully realize how potentially dangerous it was," he said. "But I knew it was a high-security area, so I took all the security precautions we were briefed on. 'When it was bombed, I was just shocked. That was such a tragedy.' It was also a grim reminder that wherever these legal teams or any other U.S. military people deploy, they may be putting themselves in harm's way in defense of our country."

— Maj. Ginger Jabour, AFMC Public Affairs

Inventor's legacy lives on in Web patent reporting system



Mr. Thomas Edison, great American scientist and inventor, would be proud, maybe even a little jealous of the inventions and transfer of technology sponsored and sustained by Air Force Research Laboratory's Office of Scientific Research, or AFOSR, in Arlington, Va.

The great inventor

Mr. Edison, who created the world's first industrial research laboratory, was also a prolific inventor and holder of more than a thousand patents. History shows tremendous change took place in his lifetime and he was responsible for making many of those changes occur with his inventions.

In many ways his legacy of invention and commitment to technology application has been transferred to AFOSR, which orchestrates the national Air Force basic research program with universities, industry, other government organizations, and the AFRL's technology directorates.

But unlike Mr. Edison, who borrowed a small sum of money from an acquaintance to strike out as a free-lance inventor, AFOSR maintains an annual budget to fund research designed to bring new technologies to light. AFOSR's appropriated budget for research grants this year is in excess of \$213 million and they work with scientists whose job it is to lead the discovery, development and timely transition of affordable technologies to the Air Force.

Basic research is the key

"We invest in basic, or fundamental, research to help us expand our knowledge of the natural and engineered world," said Lt. Col. Marshall Caggiano, AFOSR Staff Judge Advocate. "If you don't have basic physics research, like what we sponsor, you wouldn't have the laser or mammography, for example.

"You've heard of the 'tip of the spear,' well, we're the handle," he said. "Sometimes it may be 10 years before we see any commercialization of the research

we sponsor, so we're much farther down the food chain. We're providing the building blocks of what's going to happen in the future."

Those building blocks include inventions, which receive patents, facilitated through AFOSR in research areas such as space sciences, physics, propulsion, fluid mechanics, electronics, math and computer sciences, chemistry and biological sciences.

Grants from AFOSR to universities and non-profit organizations along with contracts with industry are the instruments used to create inventions unimagined in Mr. Edison's time.

Participating universities

Grantee or contractor organizations of all sizes — from top universities such as Stanford, Princeton, and the University of California, to Small Business Innovative Research contractors such as Corona Catalysis Corporation — benefit from Air Force sponsorship to conduct their research, explained Col. Caggiano.

Over the years, the flood of resulting intellectual property derived through federal funding has created a tidal wave of paperwork and bureaucracy, which has only recently begun to recede thanks to the creation of a patent reporting and tracking system appropriately called "Edison."

Designed and developed by the National Institutes of Health, Edison enables AFOSR and other participating federal agencies to automatically manage invention and patent compliance responsibilities, said TSgt. Elmaria Jordan, patent administrator and law office manager in the AFOSR staff judge advocate office.

The driving force behind the new invention tracking system was the Bayh-Dole Act of 1980, which gave grantee organizations and contractors the title to inventions arising from federal funding.

"The government retains the license to practice the invention and the result is commercialization of federally funded

inventions," said Sgt. Jordan.

Revolutionary approach

The revolutionary Internet-based invention reporting system and database replaced AFOSR's archaic and redundant paper-based process saving innumerable man-hours and money, according to the paralegal patent clerk.

"We are now using a secure system to ensure federal inventions are reported in a timely fashion with no loss of rights due to mistakes, inaccuracies or inefficiencies," she said.

"The number one benefit of this interactive web-based system is that our grantees can self-report their inventions and the system automatically tracks and prompts them for milestones in the patent process."

Edison is billed primarily as a time saving mechanism that acts as a historical archive reducing filing and increasing system responsiveness. So far it's delivered beyond even what AFOSR officials had hoped.

Mr. Thomas Kundert, director of intellectual property law in AFMC's law office at Wright-Patterson AFB, Ohio, couldn't agree more.

The registered patent attorney said the program shows a great deal of potential.

Edison project promising

"No question. This is the way things are going to be done in the future," he said. "I think Edison has a great deal of promise."

Thanks to Edison, AFOSR is leading the way for the Air Force as the only test site processing and collecting data on contractor inventions.

"We're the front runner and the first military service to incorporate this program," said Col. Caggiano. "The Defense Department is now coming on board and the list of participating federal agencies is growing.

"As we move into the information age we want to provide superior tracking, compliance and data to better document

the success of our research grant and contract programs," he said.

Inventors logging on

Since Edison came on line in 1995, more than 270 grantee and contractor institutions have registered to report inventions into the database. Participating agencies include the Food and Drug Administration, the Army and Navy, the National Science Foundation, the Environmental Protection Agency and a host of others.

Col. Caggiano pointed out that between 1991 and 1997 the impact of the Bayh-Dole act and resulting Edison project has seen patent applications more than double across the federal government. Patents issued increased from 1,267 to 2,146 and total license income received increased from \$153 million to \$507 million.



Air Force Materiel Command's Office of Scientific Research participates in Interagency Edison, a web-based technology that allows a common interface for invention reporting to the federal government.

Paperwork being reduced

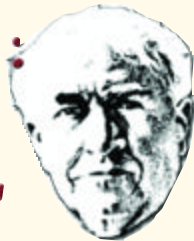
And, according to Sgt. Jordan, scores of grantees and contractors are entering invention and patent information into the web-based database reducing the load on the federal government and her personally, since she is the single point of contact

for all AFOSR funded inventions.

In the six months since AFOSR began using Edison, grantees have collectively entered a combined 179 inventions into the system.

— Maj. Michael Kelly, AFMC Public Affairs

Thomas Edison: The "Wizard of Menlo Park"



Like Ben Franklin, Thomas Alva Edison was both a scientist and an inventor. He believed in hard work, sometimes working twenty hours a day. Edison was quoted as saying, "Genius is one percent inspiration and 99 percent perspiration."

Edison patented 1,093 inventions, earning him the nickname "The Wizard of Menlo Park." The most famous of his inventions was an incandescent light bulb.

Born in Milan, Ohio, in 1847, Edison was an inquisitive child. By the time he was 10 he had set up a small chemical laboratory in the cellar of his home. He found the study of chemistry and the production of electrical current especially absorbing and soon operated a homemade telegraph set.

In 1868 he obtained a position in Boston as a night operator for Western Union Telegraph Company; by day he slept little, however, for he was gripped by a passion for manipulating electrical currents in new ways.

Borrowing a small sum from an acquaintance, he gave up his job in the autumn of 1868 and became a free-lance inventor, taking out his first patent for an electrical vote recorder.

In the summer of 1869 he was in New York, sleeping in a basement below Wall Street. At a moment of crisis on the Gold Exchange caused by the breakdown of the office's new telegraphic gold-price indicator, Edison was called in to try to repair the instrument; this he did so expertly he was given a job

as its supervisor. Soon he had remodeled the erratic machine so well that its owners, the Western Union Telegraph Company, commissioned him to improve the crude stock ticker just coming into use.

The result was the Edison Universal Stock Printer, which, together with several other derivatives of the Morse telegraph, brought him a sudden fortune of \$40,000.

With this capital he set himself up as a manufacturer in Newark, New Jersey, producing stock tickers and high-speed printing telegraphs. In 1876 Edison gave up the Newark factory altogether and moved to the village of Menlo Park, New Jersey, to set up a laboratory where he could devote his full attention to invention.

He promised that he would turn out a minor invention every ten days and a big invention every six months. He also proposed to make inventions to order. Before long he had 40 different projects going at the same time and was applying for as many as 400 patents a year.



One of the outstanding geniuses in the history of technology, Thomas Edison earned patents for more than a thousand inventions, including the incandescent electric lamp, the phonograph and the "kinetoscope," a small box for viewing movie films.

In September 1878, Edison boldly announced he would invent a safe, mild, and inexpensive electric light that would replace the gaslight in millions of homes. To back the lamp effort, some of New York's leading financial figures joined with Edison in October 1878 to form the Edison Electric Light Company, the predecessor of today's General Electric Company.

During World War I, the aged inventor headed the Naval Consulting Board and directed research in torpedo mechanisms and antisubmarine devices. It was largely owing to his urging that Congress established the Naval Research Laboratory, the first institution for military research, in 1920.

Throughout his career, Edison consciously directed his studies to devices that could satisfy real needs and come into popular use. (Courtesy of the Library of Congress)

Alternative dispute resolution

Air Force Material Command leading the way in "ADR first policy"

Under the leadership of Ms. Darleen Druyun, U.S. Air Force Principal Deputy Assistant Secretary, Acquisition and Management and Brig. Gen. Jerald Stubbs, AFMC Staff Judge Advocate, the Air Force has made Alternative Dispute Resolution forums the preferred method for resolving contract controversies.

Resolving disputes early, without litigation, constitutes a major policy shift by the Air Force as it steps up its efforts to carry out its alternative dispute resolution program.

The Air Force Directorate of Contract Dispute Resolution, located at Wright-Patterson Air Force Base, Ohio, also known as the Air Force Contract Trial Team, serves as the representative for all Air Force contract claims appealed to the Armed Services Board of Contract Appeals.

A new way of doing business

Traditionally, the board of contract appeals got involved with program managers and contracting officers only at the final stage and engaged in earnest only after the contractor appealed the contracting officer's final decision.

In January 2000, the trial team's mission expanded to support the Air Force's alternative dispute resolution vision to resolve disputes as early as possible, without litigation.

At this time, Gen. Stubbs, directed alternative dispute resolution be offered even in cases then on the litigation track. The "Alternative Dispute Resolution First Policy" remains the rule, not the exception, and dispute resolution is offered in dispute of virtually all cases.

In order to support its new mission, the three trial team's geographic divisions were replaced with two geographic divisions — east and west, divided by the Mississippi River and an alternative dispute resolution division, responsible for program executive office and designated acquisition commander programs and other high-dollar or high-interest cases.

As a result of this initiative, between 50 and 70 percent of the cases formerly proceeding toward litigation at the board



Mr. John Case, AFMC Law Office Judge Advocate, Wright-Patterson AFB, Ohio, addresses alternative dispute resolution questions with Capt. Ben Morton.

of contract appeals are now on the alternative dispute resolution track. Increasing the use of dispute resolution results in resolving cases quicker and reducing overall costs.

On average, alternative dispute cases are resolved within 121 days after the date the resolution agreement is finalized between the parties.

This is in stark comparison to the former process, which took 12-18 months before the case was heard by the appeals board, and then many additional months before a decision was released by the board.

Last year, resolving cases by alternative dispute resolution saved an average of more than 300 days per case, and \$92,000 in spending avoidance.

Interest can add up

Since the Air Force is also required to pay Contract Disputes Act interest on claims from the date of the contracting officer's final decision until payment is made, quicker resolution significantly reduces the Air Force's interest expenses.

During calendar year 2000, the Air Force saved approximately nine percent in interest costs on cases less than \$1 mil-

lion and 20 percent in interest costs on cases in excess of \$1 million.

Today, the alternative dispute resolution division alone has approximately \$2.4 million in claims that are involved in resolution.

Further, about 70 percent of new appeals coming in the door are being moved quickly into the process instead of following the normal litigation track.

Cooperative resolutions

In addition to these savings another major benefit of alternative dispute resolution has resulted from working cooperatively with contractors to resolve these disputes, thus preserving and protecting on-going business relationships with contractors.

The command is leading the way with its "Alternative Dispute Resolution First Policy" and expects to continue saving major resources that are important to on-going programs and the expenses associated with lengthy litigation.

Finally, maintaining the best possible business relationships with our partners in the private sector is an unquantifiable, but extremely important, extra benefit.

—Capt. Kim D'Ippolito, AFMC LO/JAB

Preserving AFMC's heritage

Lt. Col. Gerhard Stuebben AFMC Environmental Law

According to the history books, the Air Force was created in 1947 as part of a post-World War II reorganization of the Armed Forces. Yet many of the buildings on AFMC bases remind the careful observer of an earlier time when aviation depended on propellers and high-octane gasoline. These symbols of our heritage, with their distinctive architecture, are national treasures.

It's the law

Interest in historic preservation dates back to at least 1906 when the Antiquities Act authorized the president to designate historic landmarks, structures, and objects on federal lands as national monuments. The Historic Sites Act of 1935 declared a "national policy to preserve for public use historic sites, buildings and objects of national significance," and in 1949 Congress chartered the National Trust for Historic Preservation to acquire and protect these sites.

The National Historic Preservation Act passed in 1966 builds on the earlier legislation and helps to protect buildings of historical significance from destruction or alteration that would damage their significance.

Historic buildings are listed in the "National Register of Historic Places" maintained by the Department of the Interior. Properties become eligible for listing when they are 50 years old, have architectural significance or are associated with an important historical event or person.

The who, what, when and how of listing is explained in the Code of Federal Regulations. When an installation determines a facility meets the criteria for being listed, it submits a nomination

package to the State Historic Preservation Officer of the state in which the installation is located.

After the State Historic Preservation Officer endorses the package, it is reviewed by AFMC and Headquarters USAF, and The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment "nominates" the package. If the "Keeper of the National Record of Historic Places" agrees, the property is placed on the list.

Is it historic, or just old?

Most properties, even those older than 50 years, are not significant and should not be listed. Listing is reserved for properties that demonstrate our heritage to the public.

At Tinker Air Force Base, Okla., the Judge Advocate and Oklahoma State Historic Preservation Officer agreed to demolish a delapidated World War II era observation platform that had become a safety hazard. While technically eligible for listing because of its age, the tower had no known historical significance and would have cost over \$400,000 to restore.

Enjoying historic properties

It is easy to comply with the identification and preservation requirements set by law. The National Historic Preservation Act does not prevent us from demolishing or altering structures to meet mission requirements.

It does require us to consult with the State Historic Preservation Officer to avoid damaging valuable national assets through mistake or ignorance.

When destruction is unavoidable, we may be asked to document the property. And when historic properties are maintained or renovated, the work must be consistent with Department of Interior preservation standards.

These coordination requirements

ensure that future generations too will be able to experience the touch and feel of the Air Force's early years.



Title photo is of Huffman Prairie Flying Field, Wright Patterson Air Force Base, Ohio, near the original Wright Brothers Hangar site. Top: Architectural detail from the first building constructed in 1927 at Wright Field, now Wright-Patt. It served as the Headquarters Army Air Corps Materiel Division. Bottom: The Operations and Flight Test building at Wright-Patt was constructed in 1943 and served as the control tower for the Area B runway from 1954-1970.

JAG ensures military members play by the rules of engagement

Rules regulate or govern almost every aspect of daily life these days and it's no different when going to war — the United States plays by the rules.

One of the main goals of Tinker's Operations Law Division, Staff Judge Advocate Office, Tinker Air Force Base, Okla., is ensuring all service members know those rules and the ramifications for non-compliance.

"Ensuring our base community is trained and prepared on operations law is a daily concern," said Col. Michael Colopy, Staff Judge Advocate. "We're constantly looking for new and better ways to ensure each and every operator knows the basics so he or she can rely upon that training in the accomplishment of their assigned missions.

"Failure to know and observe principles of operations law can lead not only to a military defeat on the battlefield, but to diminished confidence by the American public in our missions around the globe," said Col. Colopy.

Capt. Christine Trend, chief, Operations Law, Staff Judge Advocate Office, said many people think if there's a war, why are there rules? "There are many very good reasons to govern the conduct of the military," she said. "For instance, we need to enjoy the support of the American public. Without support, you cannot sustain a prolonged war."

Col. Colopy feels operations law gives legitimacy to operations. "If the means employed are illegitimate," he said, the United States will lose support "no matter how noble the ultimate goal."

Total accountability

Following the rules of combat is not only mandatory for the pilots flying over the area of responsibility, but also those who support the mission. "Everyone involved with the operation is responsible for the same information," she said. "Even our civilians are found more and more on the battlefield. While they're not combatants, they're still required to be cognizant of the rules of engagement."

As part of being well versed in operations law, it's important to remember one of the most significant aspects is its scope

is very broad. It encompasses rules of engagement, the law of war, military justice, civil law, procurement law, fiscal law, national security law and others. It is an integral part of all military operations for all branches of service.

Operations law most specifically deals with members of units with a high deployment operations tempo. "All members are required to be trained annually in the Law of Armed Conflict and are briefed with regard to their responsibilities to comply and to report any potential

We're not targeting the people of the nation. Our quarrel is with the command structure — political and military."

What Col. Colopy said he finds most unique about operations law is, the fact that it really defies definition. "In today's operational environment, which includes not only conventional warfare, but increasingly peacekeeping missions, humanitarian relief and smaller contingency operations around the globe, the commander is faced with myriad legal issues, from targeting decisions to interpretation of status of forces agreements to foreign claims and beyond."

Operations law even covers such things as specific compensation for a country. "In specific instances, specific compensa-



Capt. Dawn Hankins, Military Justice chief, and 1st Lt. Tobin Briffeth, Adverse Actions chief, discuss upcoming court cases from their offices in Tinker's Operation Law Division of the Staff Judge Advocate Office.

violations they may witness," said Capt. Dawn Hankins, chief, Military Justice.

Violations of international law and operations law usually have serious consequences, legally, diplomatically and politically. "It's possible, depending on the violation, for a military member to be court-martialed or even tried by the International War Crimes Tribunal if they commit a grave breach of the laws of war," said Capt. Hankins.

Mindful of the target

"You have to conduct the operations in a humanitarian fashion," added Capt. Trend. "You just can't go in and shoot civilians, medical personnel or such.

tion is that which we, as a nation, feel would be beneficial to building democracy in an area," said Capt. Trend. "It helps build an economy, that will help us in the future.

In the case of Germany after World War II, the plan worked, we saw the Berlin Wall fall — it may have taken 40 years, but it worked."

As Tinker performs its day-to-day mission, it's important to bear in mind the bigger picture of why that mission is being performed and the rules that surround it. Almost everything has rules, and that includes combat.

—Ms. Gail Kulhavy, OC-ALC Public Affairs

Robins models expanded legal assistance program

Suppose you're a young airman spending every cent you have getting your transmission fixed. Three weeks later you pick up your automobile and discover it was incorrectly repaired. The repair shop owner refuses to fix the problems. With no money for an attorney, what do you do?

If you're stationed at Robins Air Force Base, Ga., you can look to the expanded legal assistance program for free legal representation.

An old idea revisited

For the first time in more than 20 years, Air Force attorneys can represent qualified active-duty members and their dependents in state court. To date more than 20 individuals have received free representation for cases in probate, magistrate and superior courts. In the transmission case, the client obtained a judgment for more than \$600.

The program began from a suggestion by the Warner Robins Air Logistics Center Staff Judge Advocate, Col. Fraser Jones. Licensed Georgia attorneys, Ms. Debby Stone and Ms. Dietlinde Dial, and paralegal and overall coordinator of non-courtroom activities, Ms. Patricia Leary, were also involved.

The local judiciary, the Georgia Legal Services Corporation, the State Bar of Georgia and the local bar have endorsed the program. The draft operating instruction was sent through the Air Force Materiel Command Staff Judge Advocate to the Judge Advocate General's Office.

In November 1999, the Robins operating instruction was approved by Maj. Gen. William Moorman, the Judge Advocate General for the Air Force, without change, allowing Robins to be the test base for the program.

A new criteria

Using financial guidelines from Georgia Legal Services Corporation, criteria have been established that allows for representation of senior airmen and below and staff sergeants who had qualified for the earned income tax credit during the previous tax year.

"Clients must have a cause of action that can be settled in Georgia and the Staff Judge Advocate must also determine

that it is in the best interest of the Air Force to represent the client," said Col. Jones.

Representation is not allowed in divorce proceedings, bankruptcy cases, criminal actions, or claims against the government.

This new service enhances the legal assistance program by allowing Air Force attorneys to do more than write letters. Only the most junior members, who often cannot address their legal concerns because of financial constraints, are represented.



Ms. Patricia Leary, from WR-ALC/JA at Robins assists a client with legal matters.

"In this time of concern for retention and emphasis on the importance of the mission, this program is another tool to show young enlisted members that the Air Force cares about them and their families" said Col. Jones.

Recently, Robins was awarded the American Bar Association Legal Assistance for Military Personnel Award. This award is based upon a Defense Department-wide competition. The award covers all areas of the legal assistance program, but focused primarily on the expanded legal assistance program.

Robins was the only Air Force legal office to win this year. The program has also been recognized by the Georgia State Bar with nominations for the prestigious William Spann Award and in an article written by Col. Jones in the Bar Journal.

—Ms. Dietlinde Dial, WR-ALC/JA

Adding it all up

Across the Air Force, legal personnel are making a difference.

Although best known for their role in military justice, judge advocates and paralegals are also heavily involved in civil law and claims services. These programs play an integral part in the morale of military members and have saved taxpayer dollars in 2000.

Civil law is a broad area. Signing a contract, drafting a will, negotiating an agreement, calculating taxes or applying for a license are all examples of civil law. In AFMC alone, more than 43,000 clients visited legal offices last year, receiving in excess of 3,800 hours service and saving more than one-half million dollars.

Legal offices saved another one-quarter million dollars through more than 45,000 free notarizations to AFMC clients. Installation tax centers also saved clients almost \$2 million in tax preparation services.

Civil law personnel add an important element to the Air Expeditionary Force concept. In 2000, AFMC civil law personnel counseled more than 11,000 members, ensuring affairs were in order before deployment.

Complementing civil law is the claims section. Claims has a dual purpose, paying claims against the Air Force and collecting money owed. It adjudicates and pays claims for personal property damaged during a move, but it also pursues claims for reimbursement from those carriers that damaged the property.

In 2000, AFMC claims offices paid more than \$3 million to members, settling claims in an average of 5.5 days and collecting more than \$2.3 million from moving companies as reimbursement to the government. Hospital recovery and pro-government claims programs collected more than \$2 million reimbursement for Air Force-furnished medical services.

These statistics show AFMC legal offices are getting the job done. Military members and the Air Force have greatly benefited, lending credence to the Air Force slogan — No One Comes Close!

—Staff Sgt. James Conger, AFMC/JAG

Real life "JAG" not like the TV hunk

He's a hunk! He's a pilot! No, he's super JAG able to fly, fight and still make it to court on time.

This is what the CBS television drama "JAG," loosely based on the job of military attorneys in the judge advocate general office, would lead the American viewing audience to believe. Except for the fact that some military attorneys may have been pilots before becoming attorneys, the show is pretty far from reality.

"It's laughable," said Lt. Col. Leonard Cohen, acting staff judge advocate with the Warner Robins Air Logistics Center at Robins Air Force Base, Ga. Col. Cohen flew UH-1N helicopters before he pursued a legal course with the Air Force more than 10 years ago.

However, he doesn't fly anymore because law is more interesting. After four years, flying becomes the 'same old thing,' he said. "I enjoy working with people more than machines — most of the time," he said. "Dealing with people and issues is different every day. It is never boring."

So, he gave up the cockpit for the courtroom. "The Air Force was talking about giving all the helicopters to the Army — most of them. So I looked around for what I could qualify for," he said. Law school piqued his interest.

The "real thing" is better

Although Col. Cohen has only seen about 10 minutes of JAG, he is sure the real thing is better. "I think actual Air Force JAGs are much better looking than TV show JAGs. And they're much more intelligent." He said he wasn't able to watch it because, regardless of its entertainment value, the show is about his career and was just too unreal.

He also mentioned how the movie "A Few Good Men" didn't do too much justice to military attorneys. They combined the entire process into one, he said. "Procedurally it was a mess."

He also said the treatment of the senior officer on the stand was unreal because, if he was lying, he would not be afforded so

much respect. Also, the yelling in the courtroom and at the officer was drama.

In-depth investigating the TV and movie military attorneys do is also dramatized. Travel and major questioning is usually handled by office of special investigations agents.

Agents complete the formal investigation and attorneys keep in contact with them for further inquiries. The case and the attorney together determine the amount of investigating.

Advisory role

Col. Cohen was able to travel recently to the Balkans. But it wasn't to investigate a criminal act; he was deployed for four months. He was there to give advice to senior national representatives of each participating NATO country. He answered inquiries about what forces are able to do in terms of defensive and offensive action.

"An Air Force attorney now has the opportunity to travel probably every couple of years," he said. "The types of operations that the Air Force is involved in now require a lot more legal interpretation than would happen in all-out war."

Keeping peace

The mission in most areas where members of the Air Force are deployed is keeping the peace. So legal advice on what can and can't be done to maintain peace and avert war is necessary.

Military law isn't all courts martial, he said. Attorneys also deal with contracts, write wills, issue powers of attorney and handle situations involving labor and environmental law.

"We usually end up being the answer people for whatever happens on base. Can we do it? What do the lawyers say?" Col. Cohen said of people looking for information and assistance.

Contract law

The lieutenant colonel's expertise is in a part of law that would never see the small screen — government contracts. He said it is probably the most boring form of law, from the perspective of the outsider, but he really enjoys it. "I found a specialty area that only those people doing it care about."

He even had to go to school an additional year to learn how to deal with the intricacies of contracting.

"I like the courtroom and litigation," he said. Col. Cohen also enjoys fitting together the pieces of the puzzle under the constraints of the many rules under which government contracts are controlled. And, in the end, he gets to make everyone happy.

Robins' "Super JAG" may not enjoy the fast-paced edge-of-the-seat lifestyle of the made-for-TV drama, but his job might make a good episode of reality TV.

— Ms. Rebecca Yull, WR/ALC



Paralegal listens to "inner voice"

TSgt. Roy Roscoe equates "singing the blues" to wearing Air Force blue while sharing his God-given talent. For this always-optimistic, paralegal technician knows that when he momentarily experiences a "blue day," he need only listen to his inner voice for guidance.

Known for his soulful rendition of the National Anthem at Brooks Air Force Base, Texas, functions, this NCOIC of military justice for the Brooks Office of the Staff Judge Advocate exudes confidence and enthusiasm when it comes to singing.

Early training

Born in Huntsville, Ala., the 34-year-old began singing at age three as part of a children's group. "At 14, I received a scholarship to the New York City School of Fine Arts.

Sgt. Roscoe nurtured his interest in music, acting, writing and dancing while watching movie musicals featuring Mr. Fred

Astaire, Gene Kelly and Sammy Davis, Jr. In high school, he became a featured singer for a vocal group called Chaos.

"A recording company in Atlanta wanted to sign us after graduation, but my mother wanted me to go to college," Sgt. Roscoe said. He temporarily retired his first tenor voice for three years while attending Alabama A&M University.

A new direction

Uncomfortable with college life, Sgt. Roscoe redirected his energies in 1987.

"I wanted more discipline, to be more focused and to have a better future, so I joined the Air Force," he said.

Sgt. Roscoe eventually cross-trained as a paralegal while stationed at Malstrom AFB, Mont. While there, he became lead vocalist for the rhythm and blues group Utopia. Sgt. Roscoe realized early in his off-duty music career how difficult it is to get a break in the recording industry.

Sgt. Roscoe also ran into the first of many military entertainment "road blocks" when he auditioned for "Tops In Blue," a touring show that features the Air Force's top talent.

He made it to the Air Force-level competition, but wasn't selected for the showcase tour. "I had some voice training when I first came into the Air Force. I learned different techniques and styles," he said of his eclectic musical diversity that ranges from classical and jazz to rock, pop and rhythm and blues. "They told me I had a lot of potential, but that I needed to hone my talent. I was trying to sing, dance and perform skits. They told me to

focus on one thing."

Sgt. Roscoe heeded the advice. He grew as a performer while stationed at Lowry AFB, Colo., in 1991 as an Area Defense Council paralegal. "I joined an acappella group that auditioned for 'Star Search'."

While the group didn't make it on "Star Search," a local agent became interested in the five-member ensemble known as Moment's Notice. "An agent asked us if we could leave the Air Force right away."

Growth through opportunities lost

Some group members near military retirement, balked at the offer. Sgt. Roscoe remained with the group, persevered and improved himself vocally. He eventually branched out as a soloist performing at weddings, military retirements and church functions.



TSgt Roy Roscoe practices a song during a break at the Brooks Air Force Base Judge Advocate General's Office. (Photo by Mr. Rudy Purificato, 311th HSW)

He twice won San Antonio's "Our Part of Town" talent contest, recorded with renowned Gospel singer Ms. Dorothy Norwood as a member of his church choir, and was selected as a "Tops In Blue" soloist.

Unfortunately, a reassignment to Brooks prevented him from performing for "Tops In Blue." Since re-joining the choir at the Macedonia Baptist Church, Sgt. Roscoe has vocally improved under musical director Dr. Gary Givens. "He has taught me to relax and focus, and that too much rehearsal can hurt your voice. He challenged me to 'see the notes' and 'be the music'," said Sgt. Roscoe.

Sgt. Roscoe admits some criticism for being too soulful singing the National Anthem. "Well-known anthems are hard to sing, because people expect to hear it the way it was written. "I change the way I sing the National Anthem to fit the audience. Not everybody is going to like my interpretation as a singer." Yet musically, Sgt. Roscoe must be true to his talent. "I have to be myself, put my feeling into it."

Talents upon talent

He is also a songwriter-lyricist. His first Gospel musical called *The Last Family* was performed at Osan AB, South Korea in 1997. He is currently finishing another Gospel musical titled *In My Father's Footsteps* that he hopes to premiere in San Antonio. Once he retires from the Air Force, Sgt. Roscoe plans on being either an entertainer or an entertainment attorney. "You have to think big," he says, knowing he has God as a permanent agent.

—Mr. Rudy Purificato, 311th HSW



Courtesy photo

AF Chief of Staff visits

KIRTLAND AIR FORCE BASE, N.M. — Air Force Chief of Staff Gen. Michael Ryan, left, receives a briefing on operations of the 1.6-meter telescope at the Air Force Research Laboratory's Maui Space Surveillance Complex, Haleakala, Hawaii, from Capt. Robin Orth, Detachment 15, Operations Flight commander.

The Maui site is home to the Air Force's prime deep-space tracking facility.

— Reported by AFRL Public Affairs

Contractors approved for wage grade scale survey

ROBINS AIR FORCE BASE, Ga. — Base contractors have been approved for inclusion in the next survey of Robins blue-collar wages.

This decision comes three months after a public hearing where wage grade employees aired grievances about the differences in their pay rates and that of civilian contractors who work with them, but who earn more per hour.

Defense Department personnel and local union representatives began the survey process May 31.

The purpose of the survey is to collect salary information from a defined wage area to determine the prevailing rate of pay for wage grade jobs.

Defense Department and government union representatives began surveying local employers June 1.

The federal Office of Personnel Management is scheduled to issue new federal pay scales in August.

The survey will look at industry wages in five counties in the state of Georgia.

—Reported by WR-ALC Public Affairs

Predator finds home at Air Force Museum

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — An unmanned aerial vehicle that distinguished itself in the Balkans and Southwest Asia as an intelligence gatherer and offered hints of the potential of unmanned systems found a home recently when the United States Air Force Museum received a Predator RQ-1.

Museum staff will suspend the vehicle from the ceiling of the Modern Flight Hangar for display, making it the first Predator on permanent public exhibit.

The Predator is a medium-altitude, long-endurance system used for reconnaissance, surveillance and target acquisition.

When fully operational, the system consists of four air vehicles with sensors, a ground-control station, a Predator primary satellite link communication suite and 55 people.

Overall, the Museum's Predator flew nearly 2,900 hours in 448 flights from its first test flight in August 1995 until the end of its active flight status June 27, 2000.

The Predator program is currently in Phase II testing, which calls for the UAV to strike moving targets from higher altitudes.

—Reported by USAF Museum Public Affairs

Engineering company lands AAC contract

EGLIN AIR FORCE BASE, Fla. — The Air Armament Center at Eglin awarded a \$308 million contract to Sverdrup Technologies Inc. to fill shortages of in-house engineering skills and expertise.

The technical, engineering and acquisition support contract endorses Sverdrup as the expert needed to develop and test sophisticated air-to-air and air-to-ground tactical weapon systems.

Currently, there are 550 Sverdrup employees working on the project.

The contract scope includes supporting the development, test, evaluation, acquisition and sustainment of conventional munitions, missiles and other related systems.

Sverdrup is the primary contractor with

support from five subcontractors.

They have maintained this contract since its award in 1986, with renewals in 1991 and 1996. This contract is for two years, plus three one-year options.

—Reported by AAC Public Affairs

95th Comm Squadron inactivated after 45 years

EDWARDS AIR FORCE BASE, Calif. — The 95th Communications Squadron gathered for the last time May 4 to take part in a ceremony officially inactivating the unit, retiring its colors and its name.

The inactivation was the culmination of a major reengineering effort to place all information technology assets at Edwards under one Air Force Flight Test Center organization. Squadron members are now part of this new organization — the Information Technology directorate.

Activated in 1956 as the 1925th Communications Squadron under Air Force Systems Command, the squadron has gone through numerous changes during its 45-year history.

The squadron's achievements include the first e-mail master domain configuration; and the first and only squadron in the command allowed to re-engineer.

Most recently, Edwards established the first commercial cell phone operation.

—Reported by AFFTC Public Affairs

Acquisition and Logistics Excellence Week

WRIGHT-PATTERSON AFB, Ohio — The Defense Department recently announced Acquisition Logistics Excellence Week will be held Sept. 10-14.

Previously referred to as Acquisition Logistics Reform Week, this annual event is in its 6th year. It is intended for participants to stay abreast of the current acquisition reform initiatives, as well as new business trends. Senior staff from the Defense Department and Secretary of the Air Force offices participate as keynote speakers and as panel members at various bases.

AFMC aids in the planning and coordinating of Acquisitions Logistics Excellence Week events for the entire Air Force, and will host one event for all participating organizations here Thursday, Sept. 13. The event will feature a keynote speaker and several panel discussions.

— Information provided by AFMC/LG



Raptor No. 6 ready for delivery

Raptor No. 6 recently took to the skies over North Georgia to complete its maiden refueling mission. The newest attack aircraft was only a few missions away from joining the remaining F-22s at the test wing at Edwards Air Force Base., Calif.

The F-22 soared into a beautiful southern spring day with its F-16C Fighting Falcon chase plane a mere 500 feet overhead.

The F-22 climbed to cruising altitude and completed a number of routine instrument, avionics and engine tests and then zoomed to rendezvous with the KC-135R Stratotanker refueling aircraft, courtesy of the 121st Air Refueling Wing from Rickenbacker Air Guard Base, Ohio.

Holding a steady course

The Edwards Flight Test tanker crew held a steady course and speed as the Raptor closed within 10-15 feet — so close they could clearly see the pilot's Air

Force Material Command patch on the chest of his flight suit. Maj. Brian "Vern" Ernisse maneuvered his agile fighter within what seemed like inches to engage the refueling boom.

His first connection lasted only a few moments and was designed to ensure proper functioning of the refueling port on the F-22. Then the stealthy aircraft slid away, hovered next to the KC-135 wing tip for a moment, and vanished with its F-16 chase plane in pursuit.

A perfect orbit

While Maj. Ernisse practiced basic flight maneuvering, performed more engine tests and burned some fuel, the tanker crew searched the skies for a perfect orbit in which to provide the complete fill-up.

Refueling is a critical part of the flight test process. Most test sorties last at least three hours and require the test aircraft and its chase plane to refuel.

However, the F-22 literally sips aviation fuel compared with other modern aircraft. It has the unique ability to "super-cruise," or fly at supersonic speeds with-

out the use of afterburner, thereby saving huge amounts of fuel.

Capt. Amy Andersson of the 411th Flight Test Squadron explained, "It's usually the chase planes that run out of fuel first. The F-22 was designed to be stealthy, fast and efficient."

The F-22 was conceptualized to be a war-prevention weapon system. As the most tactically advanced attack aircraft in modern history, its primary purpose is to see the enemy first, shoot first, be the only one flying home after the engagement, thereby decreasing an enemy's willingness to wage war.

A new home

With its initial flight testing completed in Georgia, Raptor No. 6 will fly across the country to its new home at Edwards Air Force Base, Calif. The 411th Flight Test Squadron will continue its flight trials ensuring that the Air Force's newest fighter remains "second to none."

— Capt. Scott Covode, WR/ALC Public Affairs

No job's too tough

Center solving repair problems efficiently

A force of military and civilian employees with an impeccable work ethic and expertise in problem solving help to keep Warner Robins Air Logistics Center, Ga., operating at the height of efficiency. This efficiency is made evident through worker capability success stories like the F-15 bracket fix, C-5 pylon innovations and a new and improved method of de-painting airplanes called flash jet.

Taking on the F-15

In March, the Air Force's F-15 fleet was faced with the grounding of 150 planes due to a glitch in brackets used for the ejection seats, said Maj. Doug Fingles, deputy branch chief for the Industrial Products Division of the Technology and Industrial Support Directorate.

"The problem could have prevented pilots from bailing out safely in the event of an accident," said Maj. Fingles.

Dedicating eight machines to the task — and working 50 employees in 12-hour shifts, 24 hours a day — the job of refashioning the brackets to work efficiently was completed in six days.

"Less than 24 hours after we got the call, people were cutting the first piece of metal to fix the problem," he said. "Forty-eight hours later we started making them like rabbits."

Maj. Fingles said the fact there were planes right here at Robins that could be tested with the new product made the job a lot easier.

"We have in-house experience; contractors could not have done the job anywhere near as quick as we did," he said.

Pylons – no problem

Success stories, like that of the F-15, are commonplace at Robins. Another example of the innovative nature found here is the new repair system and equipment used to work on the C-5 cargo jets.

At an average age of 30 to 35 years old, the C-5s are the "grandparents" to new flyers. Due to their aging, finding parts and making repairs has not been an easy task.

One of the hardest tasks was work on the engine "pylons" which attach engines to wings, Maj. Fingles said.

"When the planes arrived at Robins three years ago it was discovered that many of them needed either overhauls or other repairs made on the pylons," he said.

Stocking parts for the planes was an issue, as was the equipment used to house the pylons during repair.

"Some of the repairs were never meant to be done, so employees are working from scratch," said Maj. Fingles.

Engineers, technicians and mechanics went to work to fix the problem. They devised new equipment and repair techniques, and today no aircraft are grounded because of the problem.

"When they come out of here they are almost a new pylon," he said. Again, because of in-house innovations, the Air Force saved millions of dollars.

Paint removed in a flash

Environmental friendliness is a goal at Robins, and the new "flash jet" paint-removal system is a giant leap toward it.

Mr. Randy Ivey, materials engineering team chief, said the



Top: C-5 pylon shop workers at Robins Air Force Base, Ga., repair a pylon using new repair techniques and equipment. Bottom: Mr. Randy Ivey, right, explains the flash jet process as Maj. Doug Fingles, center, and media representatives look on. (Air Force photos by Ms. Lanorris Askew, WR/ALC)

new system uses a light from a xenon flash tube — much like that of a camera — and dry ice to remove paint from aircraft at remarkable speeds.

"The light energy is so bright it just vaporizes the paint," he said. "It sweeps away ash and soot and keeps the surface cool."

The after products, such as ash and soot, are collected in a filtration unit and disposed of appropriately.

Mr. Ivey said where the old abrasive process took an entire day and released chemicals, the new process can be complete in two to four hours, and is very safe and clean.

Costing an estimated \$3.7 million for the new "flash jet" system and its facility, it is primarily being used to remove paint from the nose of planes. It may be used for other components in the near future.

"The robot has full capability to do larger jobs," said Mr. Ivey. "This computer-driven novelty is one of a kind in the Air Force and just one of the many things that makes Robins a top notch base."

— Ms. Lanorris Askew, WR/ALC Public Affairs

AFRL and AFA cadets team up to get hands-on experience

“There is no substitute for experience.” That is what a team of dedicated U.S. Air Force Academy students and faculty answer when asked why they are temporarily assigned to Air Force Research Laboratory’s Space Vehicles Directorate at Kirtland Air Force Base, N.M.

They are building a satellite to be launched from the Space Shuttle in early 2003 that will study naturally occurring changes in the ionosphere that impair communications between orbiting spacecraft and ground stations.

Prototype testing

“We are using AFRL’s aerospace engineering facility to test a prototype of our FalconSat II satellite to see how well it withstands the simulated heat, cold and vacuum of space,” said Cadet Christopher Charles, a third-year academy physics major. “We learn about space by ‘doing’ space, and actual hands-on experience is a major component of our engineering course work. You can read engineering books all day long, but until you actually get in a room with satellite hardware and conduct the required tests, you will not learn as much — or as fast.”

FalconSat II, a 12.5-inch cube weighing about 46 pounds, with its payload approved by the Defense Department’s Space Experiments Review Board, is one in a series of student-built satellites at the academy in the last few years.

Unlike any other undergraduate college or university, academy students not only build and test their own satellite, they work with the academy’s physics and astronautics departments to design one with an important scientific mission ultimately beneficial to the operational Air Force.

“And this interests AFRL, whose mission is to create affordable technology for the warfighter,” said Col. Jack Anthony, head of the space vehicles integrated experiments division.

Future team members

“Student programs such as FalconSat II prepare young future officers to join the Air Force space team, and many opportunities await them at AFRL and at Space and Missile Systems Center, Los Angeles AFB, Calif. We are only too happy to host the cadets and offer our facilities. We know from experience that many of today’s students will one day return to become part of our AFRL space team. It is a perfect arrangement where everyone wins — especially the Air Force!” he said.

“In the past year, about 35 cadets have worked on FalconSat II,” said Lt. Col. Jerry Sellers, director of the academy’s small satellite research center who oversees the cadets. “Our program is two-fold,” he said. “We educate cadets and future space leaders, and we do that by giving them a hands-on opportunity. At the same time, we provide a research platform for the Air Force. FalconSat II meets both those requirements. And thanks to financial support of the Air Force Office of Scientific Research, and SMC’s space test program, FalconSat II is a reality rather than merely a two-dimensional theory on a classroom chalkboard.”

Scientific payload on board the academy’s satellite will consist of sensors that detect “plasma bubbles” in the earth’s iono-



Cadet Todd Patterson, part of a team of U.S. Air Force Academy students temporarily assigned to Air Force Research Laboratory for a hands-on learning experience, “light” tests FalconSat II solar panels for proper function. The AFRL vacuum chamber in background simulates harsh space conditions. (AFRL Photo)

sphere. “Plasma bubbles are a little like the air bubbles in your Jacuzzi bath at home — you cannot see through the water when the air is bubbling through it,” said Dr. Linda Krause, academy physics professor and FalconSat II science advisor.

“It’s the same with plasma bubbles in the ionosphere — you can’t communicate through them,” she said. “Hopefully, our science mission will enable a better understanding of the limitations posed by plasma bubbles in the ionosphere and how crucial communications are disturbed. Eventually, we hope to predict when communication outages are likely to happen. Then we can reroute communications to other satellite systems not affected by that particular outage and avoid the disrupted area.”

Collecting information

In terms of science gathering and technology demonstration, FalconSat II will confirm whether tiny, lightweight, inexpensive sensors with very low power requirements — attached to the skin of any satellite — can collect information from many points in the ionosphere and download it to a broad database.

“If so, we could then stick our little ‘smart skin’ sensors on all kinds of satellites with other missions and still collect from multiple data points in the ionosphere,” said FalconSat II technical advisor Mr. Jim White of Colorado Satellite Services, Denver, Colorado, who works closely with the cadets.

“Scientific problems like plasma bubbles lead to engineering solutions that, in this case, begin at the most basic Air Force level of study — the Academy. We show cadets what problems the Air Force must overcome in terms of mission obstacles that are scientific in nature, then give the students an opportunity to work on them before they begin their careers in uniform,” he said.

— Mr. John Brownlee, AFRL Public Affairs

Brooks and San Antonio: Partners in progress

The Brooks City-Base Project, a unique new relationship with major legal ramifications for the Air Force, is on-track for implementation at Brooks Air Force Base, Texas, early next year.

Special legislation passed by the U.S. Congress last year allows Brooks to enter into a unique relationship with the city of San Antonio that will enhance missions while reducing base operating support costs.

Congress approved a master plan for the project in June 2001, giving the Air Force approval for implementation of the project.

High-tech facility

The Air Force and the city of San Antonio plan to evolve Brooks into a high-tech facility to be called Brooks Technology and Business Park.

This will be done through partnerships with various educational, medical and technologically-oriented public and private organizations intended to complement existing missions.

To achieve this transformation, the real property that comprises Brooks, as well as some related personal property, potentially will be transferred to the city and leased back to the Air Force under a master leaseback plan.

Provided services

Under this plan, the city will be providing non-mission-essential services, such as ground maintenance and ambulance service, to the base.

After the proposed conveyance, the Air Force would

exercise either proprietary, meaning the type of interest over a property that its owner has, or concurrent law enforcement jurisdiction with the city over the conveyed property.

To finance the transfer, the

the city of San Antonio entered into a non-binding agreement to facilitate the transition.

These are just two of the many documents that will take the idea of city-base across the bridge to its reality.



city would support the Air Force with abated rents, in-kind services and a share of generated revenues.

Special challenges

One challenge has arisen concerning protection of the city from possible environmental claims.

The city seeks assurances that the Air Force will provide adequate resources to defend such claims, while it is not clear that the Air Force can without additional legislation.

Despite many challenges, the transition has already begun with a memorandum of understanding finalized in January 1998 between the two parties. In December 2000, the Secretary of the Air Force and

operating the base.

Air Force policy and guidance concerning the transition is currently being established.

Beginning transfer

The initial phase entails transferring certain Air Force responsibilities, such as municipal services, to the city. Further transitions should follow as the Air Force determines what and how other services can be provided by the city and other third parties.

While Brooks Technology and Business Park can provide benefits to both sides, it also brings certain challenges.

These challenges include being subject to city zoning, increased public access and reliance on the city for such essentials as ambulance service and fire protection, as well as an evolution of the base's military character and quality of life as third parties move in.

For the Brooks city-base project to be successful, the Air Force and the city must demonstrate good faith in fulfilling the agreements they have executed.

Thus, while Brooks city-base creates new legal relationships and possibilities for the future, it must be orientated toward achieving what is truly best for the Air Force and the community.

The partnership should result in increased economic savings for the Air Force, greater focus and enhancement of mission-related activities, and improved quality of life for Air Force members and Brooks' employees.

— Capt Julie Jiru, 311 HSW
Deputy Chief of Military Justice

The areas where synergistic relationships between the Air Force, the city and other third parties are expected include the Center for Human Performance and Protection, Biologic Detection and Protection, Education and Training Expansion and the International Center for Environmental Excellence.

Mission expansion

The Air Force hopes that Brooks' mission of aerospace medicine can expand through partnerships in the areas of medicine, research, education, and high-tech science.

As Brooks focuses more on mission-essential activities, the Air Force is expected to decrease its economic cost of

AFMC commander, union form strong partnership

Gen. Lester Lyles, commander of Air Force Materiel Command and Mr. Bobby Harnage, national president of the American Federation of Government Employees, AFL-CIO, met at AFMC Headquarters recently for a series of discussions and briefings focused on building stronger ties through active partnership councils at the command and base levels. Center directors and local union presidents from across the command joined in their discussions.

Gen. Lyles leads the Air Force's largest civilian work force and Mr. Harnage's union represents the vast majority of AFMC's civilian employees.

Communication

Keeping with his emphasis on communication, Gen. Lyles said maintaining clear lines of communication is critical to a successful partnership.

"There's not a thing we can't do if we all communicate," he said. "Partnership is the embodiment of the spirit of communication."

Mr. Harnage said AFMC and the union must have a strong partnership if the two are to deal with change effectively.

"A good partnership helps insulate us," Mr. Harnage told the gathering. "If we agree on what we're doing, we can stand up to any change."

Mr. Harnage applauded Gen. Lyles' support of efforts to strengthen the union-management partnership in AFMC, particularly efforts to operationalize partnerships at all levels.

Building initiatives

AFMC Executive Director Dr. Daniel Stewart and AFGE Council 214 President Scott Blanch, co-chairs of the command-level partnership council, briefed the lead-

ers. They discussed the council's vision, goals and objectives used to build a strategy to operationalize the partnership concept throughout AFMC.

Initiatives include:

— *Developing a plan to establish Alternative Dispute Resolution processes at each base, allowing people a way to resolve workplace disputes without filing a formal grievance or unfair labor complaint.*



Mr. Bobby Harnage, national president of the American Federation of Government Employees, AFL-CIO, confers with Gen. Lester Lyles, commander of Air Force Materiel Command. The two met at AFMC Headquarters to discuss building a stronger partnership between the union and the command. (Air Force Photo)

— *Working to come to an agreement on 105 Air Force Instructions previously converted from Air Force regulations. The command and AFGE have reached agreement on 72 of the AFIs and are making progress on the majority of the remaining instructions.*

— *Working with the AFMC Surgeon General's office to develop a command-wide policy for workers compensation and return-to-work issues.*

Planning

To further operationalize the partnership concept, Gen. Lyles agreed to include it in the upcoming 2002 AFMC Strategic Plan.

Gen. Lyles and Mr. Harnage received a briefing on the upcoming negotiations for the Master Labor Agreement between AFGE and the command and heard an

update on AFMC's work force shaping plan, an effort to replenish the command's aging civilian work force.

Performance-based pay

Also, they received a presentation on the Air Force Research Laboratory Demonstration Project and its performance-based pay system.

Mr. Harnage said the command's work force shaping efforts are a challenge.

"We do have some differences, but we need to get together and discuss them," he said. "The only way it's going to be done is through a partnership environment."

Gen. Lyles agreed and called for the command and AFGE to work together on a work force shaping legislative agenda that both the union and AFMC agree on.

Mr. Harnage did warn the group of his concern about further efforts to privatize work traditionally done by the government.

"If we can't control privatization, our efforts in pay and retention are for naught," he said.

They've come a long way

But he was impressed with the AFMC and AFGE Council 214 Partnership Council's efforts.

"You've come a long way and done an outstanding job," he told the group.

He praised the efforts of Gen. Lyles and former AFMC Commander Gen. George Babbitt who led the formation of the partnership councils some 18 months ago.

Gen. Lyles extended an invitation to Mr. Harnage to visit AFMC bases to learn more about the command and its mission.

— Mr. Ron Fry, AFMC Public Affairs

Medical center focuses on customer service

“If customer service isn’t a top priority at your organization, then your business is probably being run by bean counters,” says Mr. Charles Lauer, corporate vice president and publisher of *Modern Healthcare*.

The staff of Wright-Patterson Medical Center agrees. Every decision at the medical center is made with a keen eye on customer service.

Customer service

It’s no wonder the medical center, located at Wright-Patterson Air Force Base, Ohio, was singled out for installation excellence last year by Mr. William Cohen, then-secretary of defense.

The medical center is near Dayton, Ohio, and serves as the regional medical center for a seven-state region and is the primary health-care facility for Wright-Patterson’s civilian and military members.

Serving a regional beneficiary population of more than 650,000, the approximately 2,000 hospital staff members serve about 475,000 outpatient and dental visits each year. They also perform more than 3,000 same-day surgeries, with more than 5,000 admissions yearly.

The staff includes more than 350 civilian and military students in training to become physicians, psychologists or nurses and military medical enlistees training to become part of the military health-care cadre. They’ve all been taught that customer service comes first.

Compassionate care

In May 1990, the medical center established the very

first compassionate-care facility operated on a Defense Department installation, the Nightingale House.

Capt. Gretchen Lizza recognized the need for an on-base version of the Ronald McDonald House when she dealt with cancer in her own family.

As a result of Capt. Lizza’s and others’ efforts to see the idea become reality, base leaders agreed and converted a six-bedroom housing unit into the Nightingale House, located within walking distance of the medical center.

It provides low-cost (currently \$3.00 per night) accommodations for out-of-town patients and their family members. It is designed to provide a “home away from home” in a caring environment where families can relax, accomplish daily living activities and receive emotional support from chaplains, volunteer staff and other families who have experienced similar crises.

Fisher House

Four years later, New York philanthropists Mr. and Mrs. Zachary Fisher donated funds to build a Fisher House at Wright-Patterson, one of more than 20 planned houses at military installations across the nation and overseas.

Wright-Patterson’s Fisher House officially opened in late 1994 and is also within walking distance of the medical center.

It has seven rooms and, together with the Nightingale House, continues to provide housing for medical center customers traveling long distances.

This service is especially



Fisher House at Wright-Patterson Air Force Base, Ohio, one of the first of more than 20 planned houses located at military installations to provide a “home away from home” for patients undergoing treatment at Air Force medical facilities. (Photos by Ms. Estella Holmes, AFMC Public Affairs)



Ms. Sharon Nolte, from Bethalto, Ill., makes herself at home at Nightingale House while her son, Jeremy, receives treatment at the medical center. She arrived here in March and is scheduled to depart in October. The Nightingale House was the first compassionate-care facility operated on a Defense Department installation.



A Red Cross volunteer, Mr. Walter Mazer, gives a pharmacy customer his prescription at the medical center. Planning ahead prevented the 2001 National Defense Authorization Act prescription benefit from impacting the workload of the pharmacy staff.

beneficial for older veterans being treated at the medical center.

Serving retirees

When Congress made “TRICARE for Life” a reality with the fiscal 2001 National Defense Authorization Act, the Wright-Patterson hospital had already made a health-care-for-life commitment to these veterans and their families, creating the Wright-Patt Gold program in 1998.

The program allows Medicare-eligible military retirees and their eligible family members to enroll in a TRICARE Prime-like program. Benefits include priority access to primary care medical appointments in the military treatment facility.

Since the program’s inception, the hospital has enrolled more than 5,400 Medicare-eligible patients. These patients now receive their health care at the medical center.

The Defense Department has saved hundreds of thousands of dollars by providing them care and prescriptions from the medical center.

So when the medical center began to implement the pharmacy prescription benefit of the 2001 National Defense Authorization Act April 1, the hospital experienced relatively minimal impact on the workload of the pharmacy staff and on the medical center budget.

The hospital recently transitioned from a costly, 300-bed in-patient facility to a more productive and efficient outpatient facility with only 65 in-patient beds.

The Air Force surgeon general, Lt. Gen. Paul Carlton, visiting in December, described it as the most efficient medical center in the Air Force.

Its staff has shown at least a 29 percent saving in prescription costs per patient per month for retirees and their

family members who obtained their prescriptions from the medical center instead of from other pharmacies.

Provider of choice

The Joint Commission on Accreditation of Healthcare Organizations, the nation’s predominant standards-setting and accrediting body in health care, evaluated the hospital in November, awarding it a

need, the same department will open a laser eye surgery center for active duty members — one of three in the Air Force — to enhance the war fighter’s ability to perform in combat by minimizing their dependence on wearing glasses.

Visiting the pharmacy

The Pharmacy Department is the first in Defense



The hyperbaric chamber at Wright-Patt medical center was in danger of being closed until the hospital developed a cooperative research and development agreement that turned its operation over to a civilian medical cooperative. Now it’s used by the military, the civilian community and medical research.

three-year accreditation. One of the three evaluators said, “When I get sick, this is where I want to get my medical care.”

DR PEEP

The Ophthalmology Department began a program called Diabetic Retinopathy Photographic Eye Evaluation Program, affectionately known as DR PEEP, which uses new digital photographic technologies for about 5,000 diabetic patients per year.

The program allows the ophthalmology staff to evaluate every diabetic patient annually; previously, only about 20 percent each year received this service.

War-time service

In response to a war-time

Department to allow patients to pick up prescription refills inside the commissary, through a kiosk equipped with a video camera and a pneumatic tube system. A drive-through pick-up service is also available. The Pharmacy department has also begun outfitting its pharmacies with prescription-filling automation, reducing waiting time and possibility of errors.

Radiology

The Radiology Department uses voice recognition technology to decrease the time needed to read x-rays and provide final reports to physicians.

The radiologist can now speak into a microphone while the computer simultaneously transcribes the report.

Final reports are available to physicians the same day, instead of the previous seven-day average wait, saving the Air Force more than \$100,000.

This department also uses a filmless diagnostic imaging and archiving system that is environmentally friendly and saves on costs for x-ray film and storage.

Hyperbaric chamber

The medical center also restructured its Hyperbaric Medicine Clinic. This clinic places patients in a high-pressure chamber, producing high oxygen levels in their tissues.

The blood then carries oxygen throughout the body in a much higher concentration, resulting in an improved recovery.

Wright-Patterson’s hyperbaric chamber, one of the largest in the country, is used to treat such conditions as carbon monoxide poisoning, complications of radiation therapy, difficult-to-heal wounds, decompression sickness and others.

When the chamber was in danger of being closed because of low military utilization, the hospital developed a cooperative research and development agreement, turning its operation over to a civilian medical cooperative. Now, the chamber is open for its military patients and the civilian community for treatment and medical research. This is first such arrangement for the Air Force Medical Service.

Brig. Gen. Joseph Kelley, the hospital commander, has a note on his computer that reads, “Trust the patient.” It serves as a visual reminder of the medical center’s commitment to the customer, and is the foundation for its motto: Right care — Right people — Wright Patt.

— Capt. John H. Daniels,
Wright-Patterson Medical Center

Son follows in father's footsteps as Air Force chaplain



Newly promoted Chaplain (Capt.) Steve Richardson, 46th Test Wing chaplain, discusses scripture with his father, Chaplain (Col.) Cecil Richardson, command chaplain for Air Combat Command. The Richardsons are the only active-duty father and son chaplains in the Air Force. (Photo by Mr. Greg Davenport, AAC Public Affairs)

Promotion ceremonies are common occurrences around the Air Force, unless one involves the only active-duty father and son chaplains in the Air Force.

Chaplain (Col.) Cecil Richardson, command chaplain for Air Combat Command, Langley Air Force Base, Va., along with other immediate family members, helped promote Chaplain Steve Richardson, 46th Test Wing chaplain, to captain during a pinning ceremony recently at Eglin AFB, Fla., Chapel 1.

They're a team

Air Force records show the Richardson's are the only father and son chaplain team to serve on active duty in the Air Force.

Chaplain Steve Richardson said he's ecstatic that his family could be there to help him pin on his new rank. His father said it was an even greater honor for him to be there.

"For my son to follow me into the chaplaincy and to do what I do is an honor beyond compare," he said. "I'm really, really proud of him."

However, the ministry wasn't the younger Chaplain Richardson's first thought concerning a profession. During college he went through several majors, including medicine and mathematics, before deciding to become a minister.

"I wasn't planning to be a chaplain. In fact, I didn't consider the ministry at all until about my junior year of college," he said. "When I decided to become a minister, I immediately pictured myself ministering in the Air Force, especially to airmen. I grew up with airmen. Dad was always in the dorms, leading singles' groups and Bible studies."

His early roots

Chaplain Cecil Richardson, who's been an Air Force chaplain since 1977, said his home has been host to many airmen and that is where his son probably got his ministry passion.

The colonel said he was delighted when his son told him about his decision to become a chaplain, but admits he had his doubts.

"I felt I owed it to my son to try to talk him out of it," Chaplain Richardson said. "I've always wanted him to serve God, but I wanted to make sure he was following God rather than following me."

"I didn't want him to wake up one day and say, 'The only reason I'm a chaplain is because my dad is one.'"

His father's frank talk about the difficulties of being a chaplain didn't discourage the young Chaplain Richardson; and in 2000, he joined the Air Force as a chaplain.

Different styles

As the 46th Test Wing chaplain, the captain conducts a brand new contemporary worship service as well as handling other chaplain-related duties.

His father, on the other hand, is a senior manager, guiding and managing all the chaplains under ACC, grooming the future of the Air Force chaplaincy.

Despite both being Air Force members, Chaplain Steve Richardson said he doesn't get to see his father in uniform much because he is stationed at Langley AFB, Va.

When the junior Chaplain Richardson does talk to his father, the conversation rarely involves Air Force matters, other than ministry.

"My dad is just my dad," he said. "He's always been in the Air Force, and despite his rank, I see him as a chaplain and he sees me as a chaplain. Whenever I ask him for advice, I very rarely ask him for career advice. I always ask him about the ministry."

New opportunities

Chaplain Cecil Richardson said he believes that Steve is probably at the best point in his Air Force career and should take advantage of the opportunities he has to reach people.

"I really believe 'chaplain captain' is the best rank there is because a chaplain captain gets to do all the fun stuff," the colonel said. "A captain gets to work with the squadrons, the wings, the single airmen and officers."

"He or she gets to preach and lead worship. Whenever I call Steve and talk to him about what he's preaching on the next week it's just like being a captain again myself. I absolutely love it."

— Mr. Greg Davenport, AAC Public Affairs

Military dog team represents AFMC at "Top Dog" event

Members of the 95th Security Forces Squadron, Edwards Air Force Base, Calif., were selected to represent Air Force Materiel Command at a recent Department of Defense competition.

Senior Airman Dyron Beasley and his partner Cora, a Dutch shepherd military working dog, trained for selection as one of four AFMC teams to compete at the 2001 DOD Worldwide Canine Competition at Lackland AFB, Texas.

Cora, a second-time competitor at the worldwide level, found herself and her handler competing for the Top Dog Award against more than 60 canine teams from all branches of the armed forces.

"This is the first time I've ever competed," said Airman Beasley. "But Cora's a seasoned competitor. The competition was challenging, and yet it's provided me with valuable insight into canine training."

Airman Beasley and Cora competed in exercises that included handler protection, locating and controlling suspects, obstacle courses and locating explosives. They successfully apprehended three decoys during the handler protection exercises, despite maximum distractions, and overcame background gunfire while traversing the tactical obedience course, according to Staff Sgt. Jana Andersen, another of Edwards military working dog handlers.

Airman Beasley cross-trained into the military working dog field in May 2000, and has been working with Cora since March 2001.

In anticipation of the competition, the team conducted advanced training in searches, scouting, tactical obedience, handler protection and explosive detection, and used various facilities and areas across the base to simulate a full-spectrum of environments.



Senior Airman Dyron Beasley, a 95th Security Forces Squadron military working dog handler at Edwards Air Force Base, Calif., and his partner Cora. (Photo by Mr. Carlos Rolon, AFFTC)

Despite not placing this year, the team represented the command alongside teams from Tinker AFB, Okla.; Hanscom AFB, Mass.; and Robins AFB, Ga.

— Tech. Sgt. Lola Pontillo, 95th Security Forces Squadron

Edwards makes youth's dream come true



Mr. Eric Johnson, a firefighter at Edwards Air Force Base, Calif., helps his 8-year-old nephew, Nicholas, suit up to be a firefighter for a day. (Photo by Ms. Susan Marticello, AFFTC)

When a child is diagnosed with cancer, family members often feel helpless, wishing there was something they could do to make the child feel better.

Mr. Eric Johnson, a firefighter with the 95th Civil Engineer Group's fire department at Edwards Air Force Base, Calif., felt these same feelings when his 8-year-old nephew, Nicholas Johnson, was diagnosed with a rare form of cancer, known as Ewing's sarcoma, in the lower part of his left leg.

With Nicholas undergoing chemotherapy and facing amputation of his leg late in May, Mr. Johnson knew he had to do something. With the help of Team Edwards, he was able to fulfill Nicholas' dream of becoming a firefighter for a day.

On the morning of May 11, Nicholas began his day as a firefighter by taking his place in morning roll call. With Nicholas' parents, Mr. And

Mrs. Wes Johnson of Bakersfield, Calif., and cousins looking on, he suited up in firefighting gear before touring the flight-line's fire station and heading over to the 416th Flight Test Squadron for an aircraft emergency exercise. Maj. Adam MacDonald, an F-15 pilot with the 416th FLTS, helped him prepare an F-15 for flight. Once the cockpit safety checklist was complete, he took a seat in the jet and, during the aircraft emergency exercise, he and his co-pilot dad were rescued from the aircraft. He also observed a vehicle emergency exercise and an actual rescue.

Nicholas was diagnosed with Ewing's sarcoma in January after experiencing sharp pains in his leg. His parents thought the pain was caused by his using a scooter. But as the pain increased, the Johnsons ended up at the University of California at Los Angeles Medical Center, where the last set of tests uncovered the mystery, a cancerous tumor.

Nicholas and his family then had a difficult decision to make: to save the leg and risk the cancer, or to amputate the leg and greatly increase the chances of living cancer-free.

"We included Nicholas in the decision and, after much soul-searching, we concluded that the amputation was best," said Mrs. Johnson. "My husband and I are really grateful that Nicholas got to be a firefighter for a day."

— Ms. Susan Marticello, AFFTC Public Affairs

"Slightly disabled" Tinker man achieves wrestling's highest honor

In 1994, Mr. Tom Seitz thought he reached the pinnacle of success when he was inducted into the New Jersey High School Wrestling Hall of Fame. That was until recently.

On April 22, the sheet metal mechanic in the Airborne Accessories Production Division at Tinker Air Force Base, Okla., received the ultimate honor when he was inducted into the National Wrestling Hall of Fame. As an added bonus, he also received the 2001 Medal of Courage award. And he accomplished all this despite missing a leg.

According to Mr. Seitz, who referred to his induction as "the ultimate," the highlight of the ceremony was when Mr. Myron Roderick, a former coach at Oklahoma State University and current president of the National Wrestling Hall of Fame, presented him with his award.

"Like Mr. Roderick said, 'You can win a state championship or a national championship, but to be inducted into the National Wrestling Hall of Fame is the elite of the elite. You can't get any higher.'"

An average guy

To the casual observer, Mr. Seitz is an average guy. Delve a little deeper, however, and there are some obvious differences — like the fact that he is missing his left leg from the knee down.

That doesn't seem to slow him down, though. In fact, his condition appears to inspire, even motivate, him. What he wants more than anything is to be perceived as someone who pulls his own weight and more, not as someone who is physically challenged.

"He's pretty impressive," said Mr. Mike Mowles, his supervisor. "You should see him motor down the hallway. Don't even try to keep up, because he'll leave you behind."

Mr. Seitz has been without his leg since he was injured in a lawn mowing accident in 1960. Those were tough times for the Red Bank, N.J. native, although he said he hardly remembers having two perfectly normal limbs.

"I was riding with one of my brothers and he put the lawnmower in reverse," he said. "It just kept coming over my leg and



Sheet metal mechanic Mr. Tom Seitz makes clip assemblies for an E-3 engine cowling at Tinker Air Force Base, Okla. The 19-year sheet metal veteran recently earned wrestling's highest honor. (Photo by Ms. Margo Wright, OC-ALC)

mangled it up pretty bad. Doctors tried to save it, but two weeks after the accident, my parents decided to have it amputated.

"I was 5 years old at the time, but I don't even remember it. I grew up in a big family with four brothers and two sisters. To this day, I had the right combination of love, support and faith. My family never considered me handicapped and never sold me short."

Coping with his disability

After the accident, it didn't take long for him to learn to cope with his disability. He adjusted so well, in fact, that he took up wrestling at age 7.

He eventually became a standout in his sport and went on to post a 28-1 record his senior season at his high school en route to the state championship at 108 pounds. He also finished third in the state his junior year at 106 pounds.

Mr. Seitz said he took up wrestling to follow in the footsteps of his older brother, who was a district champion in 1967.

"I recall riding with one of my other

brothers and telling him I want to be a district champion, too," he said. "He turned and gave me this look like he was going to beat the fire out of me. He said, 'Why a district champion and not a state champion?'"

"That's just the way my family was. They always told me I could do anything if I put my mind to it."

Mr. Seitz came to Oklahoma in 1975 to visit another brother. He found a lake cabin he liked and had some cash saved up, so he ended up moving here, joining the work force at Tinker in 1982 as a forklift operator.

It's a wonderful life

"I'm blessed, I really am," he said. "I have four boys, two girls and two grandchildren. I also have a wonderful wife of 16 years."

Mr. Seitz said he never considers himself handicapped. He just looks at his situation as "slightly disabled."

"I'm just an average guy with one leg," he said. "That's the way my upbringing was. I despise pity to this day. I always look at life as a challenge and if you want something bad enough you can achieve whatever you put your mind to."

"Growing up, if I saw someone doing something with two legs, I wanted to do it. I might not have done it as good, but that didn't stop me. I barefoot water ski, snow ski, ice skate, roller skate, there's nothing I can't do. I run, jump, play soccer, softball — I try to do it all."

In the eyes of his supervisor, Mr. Seitz truly is among the elite in more ways than one. "Tom is a guy if you work beside him, you'd never know he's disabled," Mr. Mowles said.

"He's never come up to me and said, 'Hey, boss, I can't do this job because I've only got one leg.' He never uses that as an excuse," he said. "There are people who use something like that to gain special privileges or benefits, he doesn't even park in handicap spaces. He comes in and does exactly the same job as everyone else."

"I'm just so impressed with the guy, what else can I say?"

— Mr. Darren Heusel, OC-ALC Public Affairs

Saying goodbye

Family members of crash victim visit Robins AFB looking for closure

A family came to give thanks and take time to remember. Ms. Martha Kidd Bartels, the mother of Senior Airman Mathrew Kidd, the youngest passenger on the Army C-23 Sherpa that crashed in Unadilla earlier this year, came from Seguin, Texas, to visit Robins Air Force Base, Ga., and the crash site. She wanted to thank the people who helped, and to say goodbye to her son.

The day she came to visit the crash site was reminiscent of the day of the crash. The rain had been falling and the ground would be wet and muddy, similar to the way it was in March.

Accompanying Ms. Bartels was her husband and her other son, Daniel Kidd. They all came to express their gratitude to those who helped deal with the crash and those people in the Unadilla area who found ways to show their respect while the military responders did their jobs.

Dealing with emotions

While on base, the group met with a few of the airmen who made sure the clean-up of the crash was completed in a respectful manner. They spoke with the chaplain, who dealt with the emotional impact of the crash, and commanding officers who were also involved, including Col. Daniel Woodward, 78th Support Group commander, who escorted them to the site.

"He loved Georgia," Ms. Bartels said of her son, Airman Kidd.

"Mathrew loved Georgia because he had spent time here when his step-father, then Maj. Butch Bartels, was stationed at Robins with the Air Force Reserve Command. It was while Mathrew attended Houston County High School as a freshman that he decided to join the Air National Guard. Some people thought Mathrew wanting to do that was strange, but he knew what he wanted."

From 1990 to 1994 Airman Kidd and his brother both attended Warner Robins public schools, living with their mother and stepfather both on and off base. His first job was at the base golf course washing golf carts.

The family moved from Warner Robins to Virginia, and then to Texas in 1998. Airman Kidd and his brother stayed to finish school at ITT Technical Institute, where Airman Kidd studied computer-aided design engineering.

The Kidd brothers not only lived together, but they worked together at ADT Security when they finished school. Airman Kidd developed his own job. A slot was made for him to use drafting skills.

Not only did they learn and work together, but they had fun making others happy.

They would pick up discarded toys that were still in good condition and give them to the children of his friends.

Getting involved

One thing they didn't share was Airman Kidd's involvement in the Air National Guard. His mother, who is a master sergeant in the Guard got him involved.



Ms. Martha Kidd Bartels displays memento's of her son, Senior Airman Mathrew Kidd, who was the youngest victim aboard the Army C-23 Sherpa that crashed near Unadilla earlier this year. (Air Force Photo by Ms. Sue Sapp, WR-ALC)

"This was a way that he could have an income and make a car payment and still be able to concentrate on his studies," she said. "He really enjoyed it."

Airman Kidd went to drill every weekend from the time he signed on during his senior year in high school in October 1995 until he graduated and went to basic and subsequently technical school after graduation in 1996.

Airman Kidd never really left Georgia, according to his family. His mother and brother both said Mathrew never forgot his friends and maintained contact with many of them. "It's kind of ironic that he left us where he had grown up," Ms. Bartels said.

— By Ms. Rebecca Yull, WR-ALC Public Affairs

AFMC Graphic artist wins DOD award

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — A technical sergeant who oversees all aspects of the Air Force Materiel Command headquarters command center here is the 2000 Department of Defense Graphic Artist of the Year.

Tech Sgt. Bill King, an Air Force graphic artist by trade, accepted his award at Pentagon ceremonies recently, outpacing 78 other entrants who collectively submitted some 340 pieces of artwork.

The Military Graphic Artist of the Year Awards Program recognizes military graphic artists' skills and achievements and aims at promoting professionalism in visual communications and improving Defense Department presentation quality through graphic design.

Sgt. King entered five of the contest's seven categories and placed in four of those. In addition to the overall award, Sgt. King captured first place in the illustration category for his pencil drawing

commemorating Sen. John Glenn's historic return to space; 2nd place in the publication category for his work on the Airman 1st Class Pitsenbarger Medal of Honor brochure; and third place awards in the web design category for his work on the headquarters AFMC Combined Federal Campaign web page and in the electronic imagery category, also for the Pitsenbarger brochure.

Sgt. King has served in the Air Force for more than 13 years. One of his assignments was as art director for the Thunderbirds, the Air Force's premier flying demonstration team. Assigned to AFMC's command center with little opportunity to display his abilities, he still put his artistic talents to work designing covers for the command's magazine, *Leading Edge*, and other projects. Sgt. King has been at Wright-Patterson for about four years and is set to move to another assignment this summer.



This pencil drawing commemorating Sen. John Glenn's historic return to space is one of Tech. Sgt. Bill King's works that earned him the 2000 DOD Graphic Artist of the Year award.

— Information provided by AFMC Public Affairs

AFRL funded research wins national award

KIRTLAND AIR FORCE BASE, N.M. A technology that evolved through Air Force sponsorship here has been selected as one of the top 25 most technically innovative new products of the year.

The 4096 liquid crystal beam steerer, developed by Boulder Nonlinear Systems Inc. of Lafayette, Colo., was selected by *Photonic Spectra Magazine* from hundreds of photonics technologies as one of their annual circle of excellence winners. This technology's development was funded by the Air Force Research Laboratory's Directed Energy Directorate as a small business innovative research project, an avenue for advancing research and development of new technologies.

The 4096 is an optical phased array device that uses diffraction to redirect incident light. Optical professionals use it in holographic storage components, optical processors, scanners, beam-routing devices, lidar sources and receivers, interconnects and adaptive switching networks. Photonics is the technology of generating and harnessing light for detection, communications and information.

For more than 10 years, *Photonic Spectra Magazine* leadership has used its

annual awards to recognize enterprising companies and individuals who have pushed the limits of technology to develop new photonics products and processes.

— Information provided by 377th ABW Public Affairs

AFFTC wins top veterans employer of the year award

EDWARDS AIR FORCE BASE, Calif. — The Air Force Flight Test Center won top employer of the year from the Los Angeles County Employment Development Department for its continued support in hiring veterans.

In line with federal civilian personnel hiring practices, AFFTC has an ongoing policy of hiring veterans and keeping veterans beyond the base regularly informed on job opportunities through venues such as the base Web site, posted announcements and job application kits offered at the civilian personnel office.

Whether people leave the military after one tour of four years or retire after 20 years, they face a different environment in civilian employment.

AFFTC uses programs such as the veterans readjustment appointment, which facilitates appointment for those with a service-connected disability, and transi-

tion assistance programs help veterans with job placement, training and promotion.

AFFTC has a civil service workforce of 3,114 people. Of these employees, 1,290 are veterans, and 232 are disabled veterans. By definition, a veteran is any person who has separated from active duty service in the armed forces with an honorable discharge or under honorable conditions.

— Information provided by AFFTC Public Affairs

USAF Museum volunteer earns Angel Award

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Mr. Felix Weil, A U.S. Air Force Museum volunteer, was recently presented an Angel Award. A 72-year-old, Mr. Weil devotes his time at the museum to a myriad of activities, serving as an active member of the museum's advisory council, patrolling galleries while discussing aviation history, and conducting tours for visitors through the Holocaust exhibit, "Prejudice and Memory: A Holocaust Exhibit."

People from all ages and backgrounds benefit from his giving, whether he is volunteering at the University of Dayton,

within the Jewish community, his own synagogue, or with assisted living citizens in need of personal attention. He participates in a five-county educational outreach program and travels to schools presenting the Holocaust history.

Established by Ms. Eunice Welch, wife of retired Gen. Larry Welch, former Air Force Chief of Staff, in 1988, the Angel Award acknowledges volunteers who make a difference in the military community and recognizes one's commitment to making that difference.

— *Information provided by USAF Museum Public Affairs*

B-1B inspection team wins Silver Eagle Award

TINKER Air Force Base, Okla. — An innovative collaboration responsible for saving the government time and money recently led to the B-1B TaperLok Inspection Team here receiving the Boeing Silver Eagle Award.

The Silver Eagle Awards, given annually to approximately 20 teams from a nomination poll of more than 150, recognize teams for providing customers with products and services of the highest quality and lowest possible cost, striving for continuous improvement and exemplifying quality values.

The selection process evaluates teams based on whether their achievement reflects excellence in quality and innovation, their systems or processes change as a result of their achievement and whether they serve as a role model and satisfy the customer.

Judges for this year's award said the efforts of the B-1B TaperLok Inspection Team "made a positive difference in the B-1's mission-capable numbers."

Until recently, no process, procedure or technique existed for inspecting the large, high interface TaperLok fasteners. Removing the fasteners for inspections had never been done, because it was believed the process could result in supplemental damage to the aircraft, and was estimated to cost \$800,000 per aircraft.

The team developed a non-destructible inspection technique that could detect small cracks emanating from the bolt holes in the middle of up to four layers of material, developed a process and tools to perform a conventional inspection and refined the structural analysis with the goal of postponing the inspection and

reducing the number of fasteners needed to be inspected.

Engineers assigned to the team used some of the newest analytic modeling techniques and reduced the number of fasteners that had to be inspected from roughly 280 per aircraft to 24.

— *Information provided by OC-ALC Public Affairs*

Eglin member earns DOD recognition

EGLIN AIR FORCE BASE, Fla. — A 96th Transportation Squadron automotive mechanic has earned the Commander in Chief's Annual Award for Special Recognition. Mr. John Cecil was recognized for his outstanding performance as a unit environmental coordinator, an additional duty to his current position.

Eglin uses, stores and recycles hazardous materials and has received absolutely no discrepancies during environmental inspections, thanks to Mr. Cecil's efforts.

A no-notice, on-scene inspection by the State of Florida's Department of Environmental Protection saw the flight pass with flying colors — the first automotive repair activity in the State to accomplish the feat.

Mr. Cecil is also credited with obtaining new state-of-the-art equipment for charging air conditioning refrigerant equipment and washing engine parts without using solvents.

— *Information provided by AAC Public Affairs*

Contracting personnel win Air Force Recognition

WRIGHT-PATTERSON AIR FORCE BASE, Ohio — Seven Air Force Materiel Command nominees received Air Force level awards at a Pentagon ceremony recently.

Maj. Thomas Snyder, Kelly AFB, Texas, won the Secretary of the Air Force Professionalism in Contracting Supervisory Award. He led the workload transition to three gaining bases while overseeing obligation of \$300 million in contracts for spares and overhaul services. Under his leadership the grounded KC-135 aircraft was returned to mission capable status.

Capt. Cameron Holt, Wright-Patterson, won the Secretary of the Air Force

Professionalism in Contracting Non-supervisory Award. He crafted an approach to engineering and manufacturing asset utilization for the F-22 program, resulting in a combined cost avoidance of \$58 million, clarified contractual requirements and resolved budget disconnects through teamwork with contractor and government personnel.

Capt. Eric Thaxton, Tinker AFB, Okla., won the Outstanding Officer in Contracting Award. He provided contingency contracting support to the Air Expeditionary Force as deputy chief of the Theater Allied Contracting Office, Sarajevo, Bosnia and Herzegovina, and executed multiple actions supporting three major systems critical to readiness.

Mr. Kevin Vangsness, Wright-Patterson, won the Outstanding Civilian in Contracting Award. He distinguished himself as contracting officer on the \$17 billion C-17 multiyear production contract, providing advice to senior leaders at the Pentagon on the C-17 Lot 12 negotiations, receiving accolades for his in-depth analysis and development of alternatives.

Mr. John Buzan, Electronic Systems Center, Standard Systems Group, Maxwell AFB-Gunter Annex, Ala., won the Outstanding Civilian in Contracting Award. He negotiated and awarded the Air Force Oracle Software Enterprise License contract, prepared a negotiation strategy and applied his expertise with complex aspects of enterprise software license acquisitions to award this first ever contract.

Ms. Beatrice De Los Santos, 311th Human Systems Wing, won the Javits-Wagner-O'Day Act Chairman's Award. She led the way in ensuring base support requirements are reviewed for application to the Javits-Wagner-O'Day Act through her support of the National Industry for the Blind and National Industry for the Severely Handicapped sources.

The Directorate of Contracting, Robins AFB, Ga., won the Outstanding Contracting Unit Award. Their achievements include awarding the first 10 year commercial contract to perform depot overhaul on fire and crash rescue trucks. Other efforts were award of the J-STARS total system support responsibility contract and an F-15 repair contract, which reduces administrative lead-time by 50 percent.

— *Information provided by AFMC Contracting Directorate*



"More than ever before, today's warfighting teams require legal professionals with a warrior spirit. They are with us today. That's good because tomorrow's vision will place even greater demands on all of us."

**Michael E. Ryan, General, USAF
Chief of Staff**